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ABSTRACT

Information about the current and projected tenure fraction is needed by faculty and administrators at the department level where tenure recommendations originate as well as by the central administration and key faculty-administrative bodies, such as the University Budget Committee where decisions are finalized and budgetary priorities are set. It is in the long-range interests of the university to educate its faculty and administrators on the ramifications of tenure policies. The data presented in this study of tenure at Louisiana State University are designed to assist in faculty planning for this university for the next five and ten year periods. The document presents an historical perspective of the development of tenure at LSU; the tenure policy from a state-wide and national perspective; the economic perspective of tenure decisions; current and projected student faculty ratios at LSU; faculty turnover; distribution of tenured faculty by rank and age; and current projected tenure fractions. (JMF)

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A STUDY OF TENURE AT LOUISIANA STATE UNIVERSITY

Mary S. Metz
American Council on Education Fellow
Academic Administration Internship Program,
1974-75

Louisiana State University
Baton Rouge Campus

April, 1975

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A STUDY OF TENURE AT LOUISIANA STATE UNIVERSITY

by
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Introduction

As the Commission on Academic Tenure in Higher Education pointed out in its 1973 report, faculty tenure planning is seriously neglected in many institutions. In order to assure the institution of maximum flexibility in programs, curricula, and services, projections on a departmental, college, and institution-wide basis of faculty requirements must be made for the future. The rationale for faculty planning as suggested by the Commission on Academic Tenure can be summarized as follows:

1) To assure a reasonable spread of age in faculty units so that retirements occur at a fairly regular rate.

2) To assure that openings for non-tenured appointments will be available at a fairly steady rate and that tenure openings will occur regularly and in sufficient numbers to provide opportunities for promotion for probationary faculty.

3) To ensure that the proportion of those holding tenure is not so large that new faculty cannot be brought in in sufficient numbers to infuse new vitality in the institution, nor so large as to impose an impossible budgetary burden on the institution.

4) To ensure that opportunities are open for the recruitment of more women and minority-group faculty members, and for their advancement to tenure status.

5) To ensure that the institution has the flexibility to undertake new programs if it should decide to do so, to expand or contract units in response to changes in demand or interests, and to meet other contingencies.[1]

The purpose of this study of tenure at LSU is to assist in faculty planning for this university for the next five and ten year periods.

Information about the current and projected tenure fraction is needed by the faculty and administrators at the department level where tenure recommendations originate as well as by the central administration and key faculty-administrative bodies, such as the University Budget Committee where decisions are finalized and budgetary priorities are set. It is in the long-range interests of the university to educate its faculty and administrators on the ramifications of tenure policies. Few faculty or administrators are aware of how rapidly the tenure fraction can increase without proper faculty planning. (See example in Faculty Tenure: A Report by the Commission on Academic Tenure p. 46) While it is generally recommended that an institution not allow its tenure fraction to exceed the 50 to 66 percent range, few academics realize that an even distribution of tenured faculty by age is far more important than a certain tenure ratio. (See examples in W. Todd Furniss, Steady-State Staffing in Tenure-Granting Institutions, American Council on Education, 1973, pp.3-4.)

It is clear that faculty planning is dependent upon an analysis of the present situation, a projection over a designated period of time of the effect of current policies and practices, and recommendations for corrective measures if the projections indicate that current policies

and practices are not in the long-range best interests of the institution. Such is the scope of this study.

The Development of Tenure at Louisiana State University: A Historical Perspective

The history of Louisiana State University and Agricultural and Mechanical College reaches back to Pineville, Louisiana, January 2, 1860, when the Louisiana State Seminary of Learning opened with five faculty members and nineteen students, under the direction of William Tecumseh Sherman. When the Civil War broke out, most the students enlisted and Sherman returned north, later assuming a command in the Union Army. The disruptions of war caused the school to close until 1865 when it reopened with only four students, under the direction of Confederate Colonel David Boyd. The severe financial situation of the Reconstruction era and a fire in October, 1869, led to the moving of the school to Baton Rouge. The name Louisiana State University was adopted in 1870. In 1877 the university merged with the Agricultural and Mechanical College in New Orleans. By 1960, Louisiana State University had become a system with eight campuses.

The governing body of Louisiana State University is the Board of Supervisors, presently composed of fourteen members appointed by the governor, who is an ex officio member. Records of the Board of Supervisors' meetings go back to 1865. Study of these records revealed no discussion of or written policy on tenure prior to 1931.

At the time of its founding, the university did not provide any assurances of continued employment to its faculty. In fact, Section 11 of Act Number 145 passed by the Louisiana Legislature of 1876 stated on the subject of faculty appointments and tenure: "The board of supervisors shall have power to engage a president and other professors, and all other officers necessary for conducting the literary, scientific, military, and technical departments, and all the financial and civil concerns and interests of the university, and to remove and displace the same at pleasure. . . (Underscoring supplied).

LSU was not unique in its lack of a tenure policy. This was the situation in many U.S. colleges and universities until the decades of the 1920's and 1930's when formal tenure policies began to emerge. A survey of forty-three land-grant colleges in 1914 revealed that most of these institutions did not have clearly stated policies governing terms and conditions of appointment, nor did they provide formal dismissal procedures.[2] Concern over the absence of such policies was growing among the teaching profession to the extent that in January, 1915, when the American Association of University Professors was formed, a number of distinguished professors from Johns Hopkins University urged the organization to undertake "the gradual formulation of general principles respecting the tenure of the professional office and the legitimate ground for the dismissal of professors."[3] This request resulted in the "General Report of the Committee on Academic Freedom and Academic Tenure" presented at the annual meeting of the association in December 1915.

There is no evidence in the files of the LSU Board of Supervisors that the 1915 Statement or the revised 1925 Statement had any effect on

the terms of faculty employment at LSU. In fact, the first formal tenure policy adopted by the university bore little if any resemblance to the AAUP Statements, either in the reasons for granting tenure or in the policies and procedures. The AAUP viewed tenure as a safeguard of academic freedom and as a guarantee of economic stability necessary to attract persons of quality to the teaching profession. The AAUP Statement advocated, among other things, that the tenure of professorships and associate professorships, and of all positions above the rank of instructor after ten years of service be permanent, that service of tenured faculty be terminated only for adequate cause or financial exigency, that grounds for dismissal of tenured faculty for cause be stated in writing in specific terms, and that a committee chosen by the faculty hear the charges brought by the university and the evidence presented by the dismissed member of the faculty. The AAUP also addressed itself to the question of adequate notice of the intent not to reappoint, recommending notification no later than three months before the close of the academic year for instructors and one year's notice for all ranks above instructor. (The 1915, Section II, and the 1925 Reports of Committee A: Academic Freedom and Tenure and the 1925 AAUP Conference Statement are included in Appendix A.)

The first entry in the Proceedings of the Board of Supervisors, on the subject of Faculty tenure appeared on June 8, 1931:

> WHEREAS, it is deemed to be in the interest of the University that it continue to build up a faculty and staff of unquestioned ability and teaching power, and
>
> WHEREAS, it is recognized that there are many elements entering into the fitness of an individual for permanent

employment in the University; therefore,

BE IT RESOLVED that in the employment of the new members of the faculty and staff the President be, and he is, hereby authorized to arrange for such employment on an annual basis for a minimum of a two-year period or longer, at his discretion. This preliminary period of employment is to be known as the probationary period, and at the end of any year of which the President may, without prejudice to any individual, discontinue the services of any employee, when in his judgment, such action is in the interest of the University.

BE IT FURTHER RESOLVED that at the end of the probationary period all persons of professorial rank be placed upon what is generally known as the indefinite tenure, and their employment considered permanent. It is understood, however, that no part of the foregoing is to be interpreted as a denial of the Board's power and authority to discontinue the services of any employee at the end of any academic year by giving proper notice; nor to its authority and power to discontinue the services of any employee at any time for cause.

While reference is made to indefinite tenure and permanent employment, the Board was obviously fearful that the tenure policy they were establishing might weaken their authority; thus, in an apparently contradictory final sentence the power of the Board to discontinue the services of any employee (Presumably, this included tenured as well as probationary faculty.) at the end of any academic year by giving proper notice was reaffirmed. Proper notice was not defined, nor was it made

absolutely clear exactly which academic ranks were intended by professorial ranks. Absent from the record was any statement of intent to submit the charges in writing against a tenured member of the faculty or to provide a hearing before a faculty committee.

The next reference to tenure in the Proceedings of the Board of Supervisors, November 30, 1935, was in response to a preliminary report of a Committee appointed by the Southern Association of Colleges and Secondary Schools. In the resolution the Board reaffirmed its 1931 policy and declared its continuance as follows:

(1) All appointments to the faculty and staff are made upon recommendation of the President of the University with the approval of the Board.

(2) All appointments to the faculty of professorial rank and all major administrative officers of the University are made initially for a period of one year subject to reappointment upon the recommendation of the President for a second year. The first and second years of service constitute what is known as the probationary period at the end of which, if an individual is reappointed, his tenure is considered to be indefinite.

(3) The appointment of all graduate fellows, assistants and instructors is made upon an annual basis, subject to renewal upon the recommendation of the President and the approval of this Board.

This revised wording of the university tenure policy differs in two ways from the 1931 statement:

(1) There is no mention of the power of the Board to discontinue the services of tenured faculty, even for cause; and (2) instructors

are formally excluded from indefinite tenure.

The contents of a letter from the President of the university, James Monroe Smith to the President of the Rice Institute (Rice University), Edgar O. Lovett, written just three weeks before the 1935 Board statement makes it clear that in his mind there was a distinction between indefinite tenure and permanent tenure and that LSU was committed to indefinite tenure which gave the institution the right to dismiss tenured faculty for reasons other than for cause. President Smith stated his perception of tenure among educational institutions in general and the policy at LSU as follows:

> (a) As to the practice among educational institutions of the country, it is my understanding that the general policy pursued with respect to the persons of professorial rank is to make tenure indefinite. Such an arrangement is usually accepted by the teaching profession as implying permanent employment. It appears, therefore, that there is some divergence of opinion and interpretation of the policy between the institutions on the one hand and the professors on the other. As I understand the situation, the institutions usually claim the privilege of dispensing with the services of any individual by giving adequate advance notice of a desire to make a change in the Department concerned, while at the same time, the members of the teaching profession are inclined to affirm the principle of permanent employment subject to dismissal for cause only.
>
> (b) The general policy governing tenure (at LSU) may be described as "indefinite" tenure. That is to say, those

members of the teaching faculty who have attained professorial rank and who have been connected with the institution for a period of two years or longer, unless under definite contract, are considered permanent employees. Such employees may, of course, be dismissed for cause, or under our scheme of administration, may be dropped from the institution at the end of any academic year after having been given at least one semester's advanced notice. I should say, however, that this prerogative is rarely used.

It is clear that at this point the tenure policy at LSU was more generous than the AAUP policy, on the one hand, by granting tenure after only a two-year probationary period, but considerably less protective of tenured faculty, on the other hand, by retaining the right to dismiss them for reasons other than cause with one semester's advance notice.

While tenure policies were slow in coming to LSU, it is clear from a July 11, 1939, entry in the Proceedings of the Board of Supervisors that the right to tenure quickly became an issue for certain members of the faculty being considered for administrative positions. Thus, at the request of the President, the Board resolved "that all present members of the faculty and staff of the University who accept a transfer to other duties, in order to assist in the work of the University, shall, in no manner, prejudice their academic tenure, which shall continue as if no such appointments and changes had been made."

Although the AAUP's 1915 and 1925 Statements had no appreciable effect on tenure at LSU, the same cannot be said for the 1940 Statement. There are numerous copies of the 1940 Statement and references to it

in correspondance in both the Board's and the President's files.

In November, 1940, the Board of Supervisors empowered the Acting President of the university to appoint a committee consisting of the Acting Vice-President and five deans or directors to formulate rules and regulations with reference to faculty tenure and directed the committee to take under considerations the recommendations of the Survey Commission of the American Council on Education.

The Survey Commission had expressed concern over several aspects of the LSU tenure policy. According to the perception of the Survey Commission, the precise conditions of the tenure policy had been generally misunderstood by the staff, particularly in regard to who was eligible for indefinite tenure after the two-year probationary period. It was found to be a common belief among the staff that instructors were included; whereas it was the clear intent of the university to exclude them from the tenured ranks. The Survey Commission recommended that this situation be corrected immediately by informing each member of the staff of his actual tenure status and that future confusion be avoided by setting forth in unmistakable language the terms of employment in a letter of appointment. The Survey Commission found the LSU tenure policy to be too liberal in the lower ranks and too conservative in the upper and recommended that the two-year probationary period be terminated, and that instructors be subject of annual reappointment, assistant professors be appointed for terms of three years, that all full and associate professors be granted indefinite tenure, and that the notice of a decision not to reappoint be given a year prior to the expiration of a probationary appointment.

The Committee appointed by the President of LSU agreed with the findings and the recommendations of the Survey Commission, with one exception. The committee recommended that the university reserve the right to appoint full and associate professors initially for a stipulated term, if it was in the interest of the university to do so.

The tenure policy adopted by the LSU Board of Supervisors on January 13 - 14, 1941, reflects the recommendations of the Survey Committee of the ACE and outlines for the first time dismissal procedures for tenured faculty. The 1941 LSU Tenure Policy conformed to the AAUP 1940 Statement of Principles with the following exceptions: The AAUP Statement extended tenure to instructors and assistant professors after a probationary period not to exceed seven years, including in this period full-time service in all institutions of higher education, but subject to the provision that if a teacher who has served at least three years of the probationary period at one institution is employed at another institution it may be agreed in writing that the new appointment be for a probationary period not in excess of four years. The LSU policy limited instructors to annual appointments and excluded them from consideration for tenure and appointed assistant professors for three-year renewable terms, with no reference to their eligibility for indefinite tenure. (The 1940 AAUP Statement of Principles and the 1941 LSU Tenure Policy are included in Appendix A.)

As a result of its new tenure policy the university was faced with the question of whether or not to make it applicable to assistant professors already tenured after the two-year probationary period and to

assistant professors in the probationary period who had been hired with the assurance that at the expiration of their two-year period of probation they would be placed on indefinite tenure. It was decided that the new tenure policy would not be retroactive, but would be applied to appointments made after January, 1941 only.

In 1945 the LSU Board of Supervisors published for the first time its Regulations for the Organization of Louisiana State University and Agricultural and Mechanical College. The tenure policy therein, although slightly different in wording, parallels the 1941 LSU policy. The university regulations were revised and published as the By-laws and Regulations of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in 1958, but the tenure policy remained essentially unchanged. (Section 56: "Tenure" of the 1945 Regulations and Section 30: "Tenure of Academic Staff" of the 1958 By-laws are reproduced in Appendix A.)

The Bylaws and Regulations were again revised and published in 1970. The only significant change in the tenure policy was the extension of indefinite tenure to assistant professors who had been reappointed after seven years of satisfactory service. This modification brought the LSU policy closer to the AAUP 1940 Statement, but not into conformity with it since the university continued its policy of excluding instructors from eligibility for tenure and did not count years of service at another college or university in the probationary period.

In 1971 two recommendations for change in the LSU Tenure Regulations came from the New Orleans campus: 1) that tenure regulations permit reappointment of professors and associate professors for a total of four

years service before indeterminate tenure be awarded automatically, and 2) that tenure after seven years of service be extended to instructors. The Council of Academic Heads of LSU Campuses endorsed the first recommendation but rejected the second and forwarded their resolution through the President to the Board of Supervisors which approved at its January 28, 1972 meeting the recommendation to amend the University Regulations on tenure as follows:

> Tenure - Faculty Ranks. The tenure of all those on the various campuses who rank as professors or as associate professors or equivalent shall be of indeterminate duration, except that the initial appointment and subsequent reappointments through a total of not more than four years of service may be for a stipulated term, and persons promoted to the rank of professor or associate professor after less than four years of service may be continued on term appointment through no more than the fourth year.

In the Fall of 1972 a special committee composed of ten members of the faculty of the Baton Rouge campus was appointed to prepare a statement of criteria for selection, retention, and promotion of faculty. The Committee's report, submitted in April, 1973, and subsequently approved by the Chancellor, has served along with the provisions of the Bylaws and Regulations as the basis for operating policies and procedures related to tenure. A memorandum to the faculty from the Vice Chancellor for Academic Affairs issued in September, 1973, and again in December, 1974, with minor revisions, details the "Criteria and Procedures for Recruitment, Retention, and Promotion of Faculty Members." This

memorandum, reproduced in entirety in Appendix A, emphasizes the role of the tenured members of the faculty of a department in decisions relative to hiring, retention, promotion, and granting tenure.

It also stresses the importance of the fifth-year reveiw of assistant professors and stipulates that their reappointment as assistant professors after seven years, with indeterminate tenure, is made only after special justification. These operating policies and procedures are included in the draft of the statement on tenure prepared by the Academic Affairs Task Force for the revision of the Bylaws and Regulations of the Board of Supervisors currently underway. This revision has not yet been presented to the Board of Supervisors for approval.

Tenure Policy at Louisiana State University
A Statewide Perspective

At present, while there appears to be no impetus from within the university to make any significant change in the tenure policy as developed and modified since 1941, there is an external situation developing which may have far-reaching effects on tenure at LSU. Under the new Louisiana Constitution, adopted in 1974, the Board of Regents is charged with the responsibility to "coordinate . . . all public higher education."

At its February 27, 1975, meeting the Board of Regents made the following recommendations and forwarded them to the Louisiana Legislature:

1. That a statewide tenure policy be adopted for Louisiana's

public colleges and universities, and

2. That the Louisiana Legislature, by law, direct the Board of Regents to formulate a uniform statewide tenure policy for all public colleges and universities.

If these two recommendations are adopted by the Louisiana Legislature, it is the intent of the Board of Regents to conduct public hearings on the subject of a statewide tenure policy. Currently, Louisiana does not have a uniform tenure policy which applies to all public colleges and universities. Basically there are two tenure policies in operation: one, emanating from the LSU Board of Supervisors, which applies to all campuses in the LSU System, and a second, determined by the State Board of Education, which applies to all other public institutions of higher education in the state. The policy of the State Board of Education differs from the LSU policy primarily in that tenure is granted to a teacher after a five-year probationary period of satisfactory service and is open to all academic ranks, including instructors.

Clearly, the differences between the two policies will have to be reconciled if a statewide tenure policy is to be formulated. At this time it is impossible to predict exactly what the stipulations of such a policy will be, but the key issues are likely to be 1) the inclusion or exclusion of instructors, 2) the length of the probationary period, 3) the criteria for granting tenure, and 4) the amount and kind of service in other institutions that may be counted in the probationary period.

The shifting of the authority to determine these issues from the LSU Board of Supervisors and the State Board of Education to the Board of Regents is in itself a major change for the LSU System and for all

other public institutions of higher education in the state, and the effect of this change is at present unmeasurable and unpredictable.

Louisiana State University's Tenure Policy: A National Perspective

In the spring of 1972, at the request of the Commission on Academic Tenure, the Higher Education Panel of the American Council on Education conducted a survey of 511 institutions of higher education, representing approximately 20 percent of the total number of such institutions. Responses were received from 413 institutions. In August, 1974, a followup questionnaire which repeated most of the items of the 1972 questionnaire was mailed to 644 institutions of higher education. Responses were received from 586 of these institutions. In general, the results of both surveys indicate that there is wide variation among different types of institutions in regard to tenure.

For the purposes of this study, I will concentrate on the tenure patterns which emerged from the 28 public universities covered by the 1972 survey and the 86 responding to the 1974 survey. All of these universities indicated that they have tenure systems.

The percentage of the faculty in these public universities who held tenure was distributed as followed in 1972:

Percentage of faculty with tenure	Percentage of Public Universities
30% or less	7.0%
31% - 40%	13.3%
41% - 50%	28.9%
51% - 60%	25.0%
61% - 70%	15.6%
71% or more	5.5%
Did not answer	4.7%

The same question in the 1974 survey yielded the following results:

Percentage of faculty with tenure	Percentage of Public Universities
30% or less	0%
31% - 40%	3.5%
41% - 50%	12.0%
51% - 60%	39.4%
61% - 70%	30.2%
71% or more	11.6%
Did not answer	3.3%

In 1972, the largest number of public universities (28.9%) indicated that their tenure fraction was in the 41 to 50 percent range; the largest number of such institutions in 1974 (39.4%) identified their tenure fraction as 51 to 60 percent of their faculties. LSU's current tenure fraction of 54 percent places this institution in the latter group. Whereas, in 1972, 46 percent of the public universities indicated that more than half of their faculty was tenured, in two years the percentage of public universities with at least 51 percent tenured faculty had risen to 81%. This increase is largely explained by the presence in most universities of a large number of relatively young tenured faculty, hired during the expansion years of the sixties, who will not reach retirement age for a number of years. Unless universities make significant changes in their tenure policies and practices and become less generous in awarding tenure, it is to be expected that the tenure fraction in most universities will continue to rise.

All of the public universities surveyed grant tenure to full professors and associate professors. Like LSU, 69.5 percent in 1972 and 84.7 percent in 1974 extend tenure to assistant professors; and 43 percent in 1972 and 38.5 percent in 1974 grant tenure to instructors, who are ineligible for tenure under the LSU policy.

In roughly two thirds of the public universities, one-year initial and renewable contracts are issued during the probationary period. Only 15.6 percent in 1972 awarded contracts for three years or more; that percentage increased to 18.2 in 1974. LSU's policy allows for one-year contracts for instructors; these do not count as part of the probationary period, however, since instructors are ineligible for tenure. Three-year contracts are issued for assistant professors, and stipulated terms, not to exceed a total of four years, for initial appointments of associate and full professors.

The surveys indicated that the maximum probationary period ranges from three years to seven years, with 36.7 percent of public universities in 1972 using the seven-year maximum which is in effect as LSU and 54.9 percent using it in 1974. There is great divergency in allowing credit for prior service in shortening the probationary period. Only 32.8 percent in 1972 and 34.4 percent in 1974 adhere to the policy of allowing no credit for prior service, as LSU does, 61.6 percent allowing from three to four years or more years in 1972, but only 47.4 percent accepting three or more years in 1974.

In general, institutions of higher education are generous in awarding tenure. The following table indicates the percentage of faculty considered for tenure in the spring of 1971 who actually received tenure in the public universities in the survey in the spring of 1972:

Percentage of Faculty members considered for tenure who received tenure	Percentage of Public Universities
1% - 20%	4.6%
21% - 40%	0 %
41% - 60%	5.5%
61% - 80%	15.7%
81% - 99%	29.7%
100%	14.8%
Did not answer	29.7%

The fact that almost one in three of the 28 public universities did not respond to this question presents a problem to the person attempting to use the data. A more serious problem is the ambiguity of the word considered used in the questionnaire. Is it to be interpreted narrowly as recommended for tenure by the faculty and/or department chairman or broadly as eligible for tenure? The original wording of this item in the 1972 survey: "What percent of those faculty members considered for tenure in the spring of 1971 actually received tenure?" was changed in the 1974 survey to read: "Approximately what percent of those faculty members formally considered for tenure in the academic year 1973-74 actually received tenure?" The results are as follows:

Percentage of Faculty members considered for tenure who received tenure	Percentage of Public Universities
1% - 20%	4.7%
21% - 40%	3.6%
41% - 60%	12.3%
61% - 80%	30.6%
81% - 99%	27.8%
100%	3.6%
Did not answer	17.3%

A comparison of the results of this item on the two surveys indicates that while there was a significant decrease in the percentage

of public universities awarding tenure to all faculty members considered for tenure, nevertheless, there was a slight increase in the percentage of public universities awarding tenure to 61 - 99 percent of those considered. For the academic year 1973 - 1974, LSU granted indefinite tenure to 51 of the 141 faculty members up for tenure review. This figure of 36 percent is quite low in comparison with the public universities covered in the 1974 survey. Of the other faculty members reviewed, 82 were reappointed for stipulated terms and 8 were terminated.

In 1972 half of the public universities in the survey indicated that they sometimes give formal written reasons for nonrenewal of probationary or recurring term appointments; 48.9 percent did so in 1974. In 1972 35.9 percent always gave written reasons, that figure being reduced to 31.1 percent in the 1974 survey. LSU's policy conforms to that of the former group. The position of the university on this point, which was stated in a memorandum from the Office of Academic Affairs to the faculty is that termination of persons who hold probationary appointments at the expiration of the appointment period "carries no implication as to the quality of the employee's work or conduct. Therefore, it is not necessary for the University to provide any statement of causes to persons in probationary appointments who are not reappointed." If a non-tenured faculty member who has been terminated requests written reasons, the practice at LSU is to honor the request. Like the majority of the public universities questioned in 1972 and 1974, LSU has procedures under which a faculty member whose contract was not renewed or who was denied tenure may appeal.

In 1972, 94.5 percent and in 1974, 92.9 percent of the public universities studied indicate that there is no limit on the percent of tenured faculty set by the institution. This same situation is true at present at LSU.

Leslie and Miller estimate that the present national tenure fraction, 64.7 percent, will increase to 78 percent by 1980 if as few as one fourth of the eligible faculty were granted tenure and to 90 percent by 1990.[4] Thus, tenure decisions in the future must be made with great care, and a number of factors other than the traditional academic criteria must be taken into consideration. The largest faculty group in most institutions of higher education according to the 1969 survey of 60,000 faculty conducted by the Carnegie Commission and the American Council on Education was between the ages of thirty-six and fifty (45.6%) and the next largest was thirty-five and under (31.7%). The relative youth of many faculties will mean a very low rate of turnover due to mandatory retirement. Furthermore, declining enrollments in many institutions and restricted budgets are inducing a steady-state that is not conducive to faculty mobility. The combination of these factors will present severe problems to institutions of higher education in the next decade. If colleges and universities continue to award tenure as generously as they have done in the past, the tenure fraction will rise rapidly; and with it, the potential of the institution for flexibility and responsiveness to change may be reduced.

Tenure Decisions: An Economic Perspective

A decision to tenure a faculty member involves not only an academic commitment on the part of the university but a financial one as well and fixes the allocation of funds over a long period of time. Faculty salaries may account for as much as sixty to eighty percent of the operating budget of a university.[5] Currently, roughly 42.02 percent of the LSU - Bator Rouge budget is devoted to faculty salaries. This does not include the portion of faculty salaries paid by the Center for Agricultural Sciences and Rural Development for those faculty members who are cross-budgeted between the two campuses.

It is estimated that the average salary of a non-tenured faculty member is approximately half of the average salary of a tenured faculty member.[6] The 1974-75 average salary for professors at LSU was $21,120, more than twice the average salary for instructors which was $10,345. The average salary for Associate Professors was $15,890, while the average salary for Assistant Professors was $13,229.

Often faculty and administrators are unaware of the actual cost to the institution when tenure decisions are reached. The following tables project the cost to LSU of tenuring faculty at a given rank and age. The estimated salaries at the appointment to tenure fall within a range based on the 1974-75 average salaries for LSU faculty on the high end and the minimum entrance salaries for each rank on the low end. A 5 percent annual salary increment which Institutional Research indicates has been the average annual percentage increase at LSU for the period 1960-1975 is used in the projected cost. Nationally, professors' salaries

rose 83%, in the decade 1961-62 to 1971-72, instructors' salaries increased 79%, and assistant professors 59%.[7]

The following cost projections do not include the cost of fringe benefits which are currently about 12 percent of salary.

TABLE 1

Rank	Average Age	Average Salary	Minimum Salary
Professor	52	$21,120	$17,500
Associate Professor	42	15,890	14,500
Assistant Professor	34	13,229	12,000
Instructor	33	10,345	9,200

TABLE 2-A

Appointment to Tenure at Rank of Professor

Age at Appointment to Tenure	Estimated Salary at Appointment to Tenure	Years to Retirement	Approximate Cost
65	21,120	5	$ 116,701
60	21,120	10	265,645
55	21,120	15	455,736
50	20,000	20	661,312
45	20,000	25	954,534
40	17,500	30	1,162,683
35	17,500	35	1,580,617
30	17,500	40	2,114,020

TABLE 2-B

Appointment to Tenure at Rank of Associate Professor

Age at Appointment to Tenure	Estimated Salary at Appointment to Tenure	Years to Retirement	Approximate Cost
65	15,890	5	$ 87,804
60	15,890	10	199,865
55	15,890	15	342,890
50	15,000	20	512,377
45	15,000	25	732,304
40	14,500	30	963,343
35	14,500	35	1,309,622
30	14,500	40	1,751,572

Current and Projected Student - Faculty Ratios at LSU

The full-time faculty, instructor and above, at LSU - Baton Rouge, including the faculty of the Center for Agricultural Sciences and Rural Development who are cross-budgeted to this campus, number 1131 of whom 800 (70.7%) constitute the full-time equivalent faculty budgeted to instruction. This figure does not represent the head count of all faculty involved in teaching, but is a number derived by counting the proportionate assignments of the faculty, so that a person who is budgeted 75% instruction and 25% research is counted as .75 in the 800 FTE faculty and .25 in the research faculty.

In the Fall, 1974, student enrollment reached 23,667 on the Baton Rouge campus. This head count figure equalled 21,749 full-time equivalent students. The student-faculty ratio was 27.18 to 1, computed on the basis of FTE students and FTE teaching faculty or 19.23 to 1, computed on the basis of FTE students and total full-time faculty (research, instruction, administration).

Institutional Research projects a 12.7 percent increase in student enrollment for the LSU System in the next five years, based on currently authorized programs and existing policies. Policy changes and program expansion, reduction, or modification could alter the projections.

It is estimated that student enrollment on the Baton Rouge campus will increase by 7.85 percent by 1979-80, bringing the total to 25,527.

At present, full-time equivalent students equal 91.89 percent of the total student enrollment. If this ratio remains constant, in 1979-80 there should be approximately 23,457 FTE students on the Baton Rouge campus.

To maintain the present FTE student-FTE teaching faculty ratio of 27.18, sixty-three full-time teaching faculty would have to be added.

If the faculty hired were expected to do research as well as teach, a proportionately larger number of hirees would be needed. For example if all of the new faculty were expected to do 75% teaching and 25% research, 79 persons would have to be hired to carry the same teaching load that 63 persons assigned 100 percent to teaching would carry.

If the university should decide to reduce the FTE student-FTE teaching faculty ratio from the current 27.18 to 1, to 25 to 1, the FTE teaching faculty would have to increase by 138 in five years. If all of the new faculty were assigned 25% to research and 75% to teaching, the number of new faculty needed would be 173. To reduce the ratio to 20 to 1, some 373 additions would be necessary to the FTE teaching faculty and 466 if their efforts were directed 25% research - 75% teaching.

Institutional Research does not have specific student enrollment projections after 1979-80, but estimates that for the period 1980-85 an enrollment plateau will be reached, with a slight increase in enrollment after 1985.

These projections are predicated on the assumption that the student population will continue to be primarily composed of 18 - 25 year olds and does not take into consideration a possible upswing in the number of people over 25 who may decide to begin or resume their college education.

While LSU is not yet in a steady-state as far as student enrollment is concerned, its annual growth is nevertheless leveling off. Consequently, relatively few new faculty positions will be created as a response to

student enrollment over the next five years. If the present FTE student-FTE teaching faculty ratio is maintained the institution will anticipate the need for 63 to 79 new faculty positions, for the period 1975-79, the exact number depending upon the teaching - research assignments of the new faculty members. A policy decision to lower the student - faculty ratio would, of course, increase the number of new faculty positions; however, with little probability of significantly larger budgets in the near future, it is unlikely that the university will have the economic resources to effect any appreciable change in the ratio.

The following tables indicate the necessary additions to the FTE teaching faculty, on a yearly basis, to 1980, based on FTE student enrollment projections.

TABLE 3A

To Maintain the Present 27.18 FTE Student - FTE Teaching Faculty Ratio

Year	FTE Students	FTE Teaching Faculty	New FTE Teaching Positions	New Faculty Positions (If assigned 25% research-75% teaching)
1974	21,749	800	--	
1975	22,272	819	19	24
1976	22,594	831	31	39
1977	22,976	845	45	56
1978	23,261	856	56	70
1979	23,457	863	63	79

TABLE 3B

To Reduce the FTE Student - FTE Teaching Faculty Ratio to 25 to 1

Year	FTE Students	FTE Teaching Faculty	New FTE Teaching Positions	New Faculty Positions (If assigned 25% research-75% teaching)
1975	22,272	891	91	114
1976	22,594	904	104	130
1977	22,976	919	119	149
1978	23,261	930	130	163
1979	23,457	938	138	173

TABLE 3C

To Reduce the FTE Student - FTE Teaching Faculty Ratio to 20 to 1

Year	FTE Students	FTE Teaching Faculty	New FTE Teaching Positions	New Faculty Positions (If assigned 25% research-75% teaching)
1975	22,272	1114	314	393
1976	22,594	1130	330	413
1977	22,976	1149	349	436
1978	23,261	1163	363	454
1979	23,457	1173	373	466

Faculty Turnover at LSU

The percentage of faculty turnover at LSU, due to retirement, resignation, termination, and death, has not been regularly kept. However, a study of the Personnel Actions of the Board of Supervisors as recorded in The Proceedings of the LSU Board of Supervisors yields the following information on faculty turnover for 1973-74. In all cases cited, the effective date of the retirement, resignation, or termination fell between May 20, 1973 and September 1, 1974. Three deaths also occurred within that period.

TABLE 4

Faculty Turnover at LSU - Baton Rouge, 1973-74

	Number in Rank	Retirement	Resignations	Terminations	Deaths	Total Leaving University	% of Number in Rank
Professor	264	27	18	0	2	47	18%
Associate Professor	238	2	13	0	0	15	6%
Assistant Professor	279	3	52	4	1	60	22%
Instructor	173	0	73	4	0	77	45%
Total	954	32	156	8	3	199	21%

Of the 199 members of the faculty leaving the university during the 1973-74 academic year, only 62 were from the ranks of professor and associate professor. They represented roughly 12 percent of the tenured faculty and 6 percent of the total faculty.

It is very probable that the number of retirements at the rank of professor during this time period was abnormally high. In 1972, LSU initiated a new, funded retirement program. The conversion from the former non-funded, non-contributory plan to the new plan offered con-

siderable economic incentive to faculty members with long years of service at LSU to apply for early retirement. It is likely that the economic advantages of the new retirement plan will continue to affect retirement rates for several years to come.

While there was appreciable turnover in 1973-74 among the non-tenured faculty, especially at the rank of instructor, there was a relatively low rate of turnover among the tenured faculty, in spite of the somewhat elevated retirement rate. Two factors currently operating at LSU - the relatively young age of the tenured faculty and the general lack of faculty mobility in higher education - suggest that this low rate of turnover in the tenured ranks is likely to continue at least for the immediate future.

Of the factors that effect faculty turnover -- mandatory retirement, early retirement, resignation, termination, and death -- only retirement at the mandatory retirement age can be foreseen. In the next five-year period, 1975-80, only 31 tenured faculty will retire at age 70, whereas 205 non-tenured faculty will be up for tenure, either because of having completed the seven-year maximum probationary period as assistant professors or the maximum four-year probationary period for associate and full professors. From 1980 to 1985 an additional 51 tenured faculty will retire, but 127 of the currently employed non-tenured faculty will be up for consideration for tenure. To this number must be added the non-tenured faculty that will be hired in the next few years and who will be reaching the end of their probationary period by 1985.

The low rate of turnover among tenured faculty combined with the

leveling off of student enrollments will pose problems for the university in terms of faculty planning; but the most serious problems will occur in certain departments and colleges where the current tenure fraction is well above the university's 54 percent.

Distribution of Tenured Faculty by Rank and Age

The average age of tenured professors at LSU - Baton Rouge is 52. Of the 348 tenured professors, 259 (74%) fall in the age ranges 40-49, 50-59. Only 73 tenured professors are over 59 years of age.

The tenured associate professors are largely concentrated in the age ranges 30-39, 40-49, 188 of 233 (81%) falling within those groupings. The average age for tenured associate professors is 42. Only 8 tenured associate professors are more than 59 years old.

With the present tenured faculty at LSU concentrated in the middle age groups -- 30-39, 40-49, 50-59 -- and with relatively few in in over 59 group, turnover of tenured faculty due to retirement at the mandatory retirement age will continue to be low for at least the next decade.

TABLE 5-A

Distribution of LSU - Baton Rouge Faculty by Rank, Age, Tenure Status

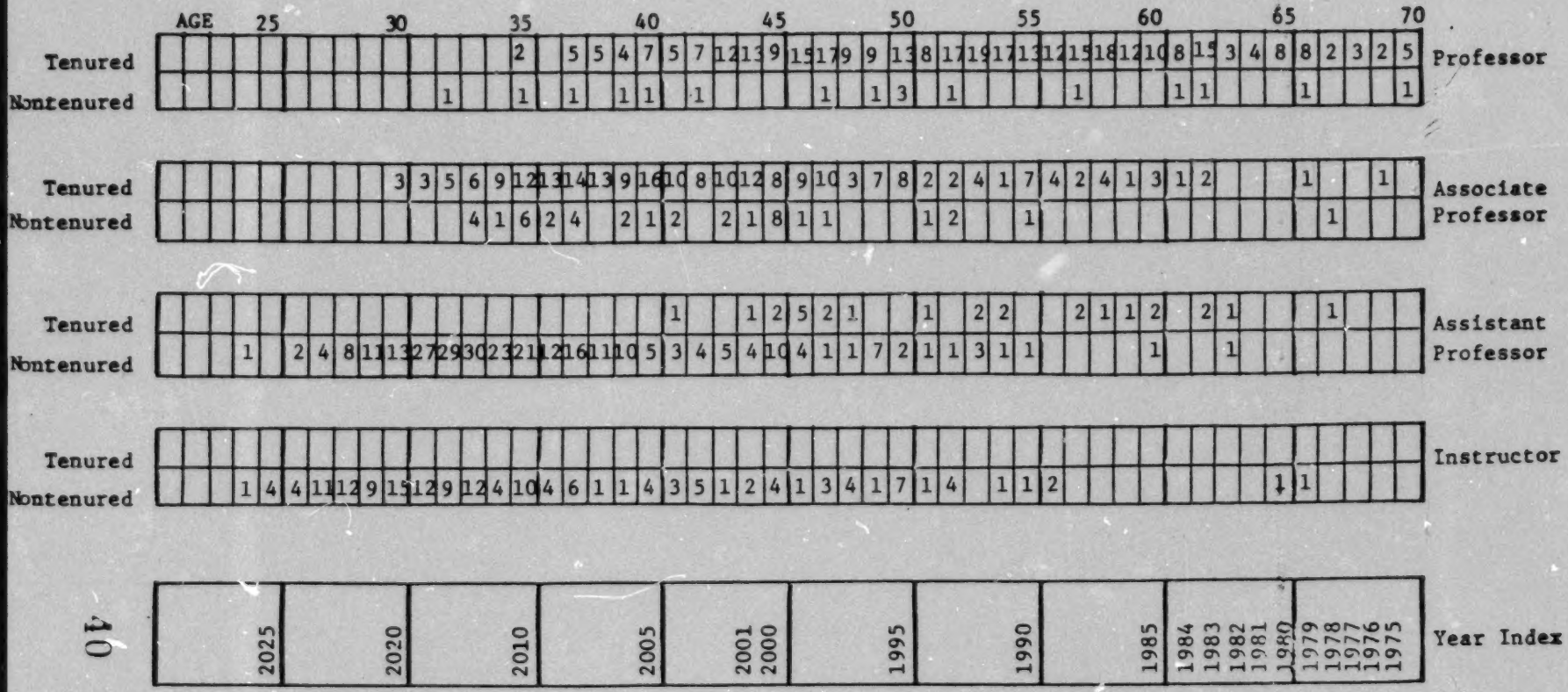
Rank	Number in Rank	Under 30	30-39	40-49	50-59	Over 59
Tenured Faculty:						
Professor	348	0	16	112	147	73
Associate Professor	233	0	87	101	37	8
Assistant Professor	28	0	0	12	10	6
Total	609	0	103	225	194	87
Nontenured Faculty:						
Professor	18	0	4	5	5	4
Associate Professor	48	0	20	22	5	1
Assistant Professor	284	26	199	48	9	2
Instructor	172	43	81	30	16	2
Total	522	69	304	105	35	9

TABLE 5-B

Age Distribution of Tenured and Nontenured Faculty by Rank

PROFILE FOR (UNIT) Louisiana State University - Baton Rouge

YEAR 1974-75



* In teaching units only

Current and Projected Tenure Fractions at LSU - Baton Rouge

As an institution LSU - Baton Rouge has no immediate problem of becoming "tenured in." Its present tenure fraction of 54 percent is low compared with many public universities. With careful planning, even under near steady-state conditions, the university can prevent its tenure fraction from rising above the healthy 50 - 66 percent range.

Assuming that there are no new positions created and that the only resignations are due to retirement at age 70, and assuming that retiring tenured faculty are replaced by nontenured faculty, if the university grants tenure to 50% of the faculty up for tenure, the tenure fraction will rise to 60% by 1980 and 61% by 1985. Under steady-state conditions if the university wants to keep its tenure fraction below 60%, it must grant tenure to less than half of the nontenured faculty up for tenure. If the university chooses to grant tenure to all the nontenured faculty up for tenure consideration, the tenure fraction would rise to 69% by 1980 and to 76% by 1985. In the light of traditional practices at LSU, it is highly unlikely that the university as a whole would consider granting tenure to all nontenured faculty up for tenure recommendation.

Certain units of the campus, however, have traditionally been very generous in awarding tenure, and as a consequence, have a tenure fraction that is not only above that of the campus, but in excess of the 50 - 66 percent range. These units include:

1) the College of Agriculture (75% tenured) and all the departments within the college except Dairy Science (63%), Experimental

Statistics (60%), Home Economics (45%), Plant Pathology (63%), Veterinary Science (66%), and Vocational Agricultural Education (63%),

2) the College of Engineering and all the departments within it,

3) the Departments of Geology (69%), Microbiology (88%), Psychology (82%), Economics (70%), Biochemistry (75%), Chemistry (70%),

4) Marine Sciences (100%), Division of Research-College of Business (100%), Environmental Studies (100%), Latin American Studies (100%), and Nuclear Science, (100%). The units in this group have very small faculties, in most cases, only one person.

While the present tenure fraction of certain units fall below or within the 50 - 66 percent range, because of the relatively large number of nontenured faculty within these units who will come up for tenure within the next five years and the relatively small number of tenured faculty that will retire in that same period of time, the following units could see a significant increase in their tenure fraction which would raise it above the 50 - 66 percent range by 1980 if tenure were granted to half of the nontenured faculty up for tenure:

1) the College of Chemistry and Physics (67%), Library Science (67%), Law Enforcement (67%), Continuing Education (67%), and

2) the Departments of Experimental Statistics (80%), Plant Pathology (75%), Vocational Agriucltural Education (69%), Geography-Anthropology (67%), Finance (73%), Quantitative Methods (67%), Anatomy and Fine Structure (67%).

By 1985, the following units would rise above the 66 percent tenure fraction if tenure were granted to half of the faculty up for tenure during that period:

1) the College of Business Administration (67%), the School of Music (67%), and Rural Sociology (75%), and

2) the Departments of Botany (67%), Sociology (75%), Management (67%), Marketing (67%), Physics and Astronomy (70%), Computer Science (67%), Landscape Architecture (72%), Clinical Sciences (67%), Epidemiology and Community Health (67%), Physiology, Pharmacology and Toxicology (67%).

If the various units grant tenure to 50% of the faculty up for tenure (assuming that the only resignations are due to retirement at age 70, that there are no new positions created, and that retiring tenured faculty are replaced by nontenured faculty) by 1985 only the following units will be within or below the 50 - 66 percent range:

1) the Colleges of Arts and Sciences (54%), Education (45%), Environmental Design (57%), the School of Law (55%), Military Aerospace (50%), Social Welfare (53%), Veterinary Medecine (61%), Wetland Resources (44%), and

2) the Departments of Dairy Science (63%), Home Economics (64%), Veterinary Science (66%), Vocational Agricultural Education (63%), Books and Libraries (33%), English (33%), Foreign Languages (65%), School of Geoscience (25%), Political Science (62%), History (62%), Journalism (40%), Mathematics (61%), Philosophy (57%), Speech (50%), Zoology and Physiology (55%), Accounting (58%), Office Administration (0%), Education (63%), HP&RE (41%) University Laboratory School (29%), Engineering Graphics (50%), Petroleum Engineering (50%), Architecture (55%), Fine Arts (56%), Microbiology and Parasitology (60%), Pathology (60%), Coastal Studies (60%), Sea Grant Development (45%).

A succinct way to view the potential rise in the tenure fraction at LSU is to consider the median tenure fraction by college or school and

by department in 1975, 1980, and 1985. Currently, the median by college is 48%. Under the assumptions previously cited, it will be 62% in 1980 and 67% in 1985 -- an increase of 19 percent in ten years. The present median tenure fraction by department is 55 percent; by 1980 it is predicted to be 64 percent and by 1985 to be 67 percent.

These projections are made on the assumption that the total number of faculty positions will remain constant, which is of course not realistic. As indicated earlier in this paper student enrollment at LSU - Baton Rouge is projected to increase by 7.85 percent by 1979-80. If student-faculty ratios remain unchanged or are reduced, new faculty positions will open up. Growth within any unit of the university will conceivably create new positions within that unit. If newly created positions are filled by nontenured faculty, the overall effect will be to lower the tenure fraction in that unit.

On the other hand, if general economic conditions in the country worsen, so that less money is available for the support of institutions of higher education, it is conceivable that no new faculty positions will be available and that to accommodate increases in student enrollment, student-faculty ratios will increase. It is even possible that under severe economic constraints, faculty positions will be eliminated. Under financial exigency, according to the AAUP Guidelines, nontenured faculty are to be released before tenured faculty. This action would, of course, result in a higher tenure fraction for the unit involved.

Conclusion

If it is judged to be in the best interests of the university to maintain a tenure fraction within or below the 50 - 66 percent range, not only on an institutional level, but within the various colleges, schools, and departments as well, it is clear that some units will be faced with the necessity of monitoring their tenure situation very carefully for the next ten years. Decisions must be made within these units as to what methods can appropriately be used to reduce the tenure fraction. These decisions may involve such measures as setting tenure quotas, modifying the criteria for tenure, encouraging early retirement, increasing the use of faculty ineligible for tenure (instructors, visiting faculty, special lecturers), and creating new faculty positions through student recruitment and the initiation of new programs and curricula that will attract additional students.

The following tables provide information on the current and projected tenure fraction of all instructional units of the university, and on the average age and age group of the faculty by rank and tenure status.

TABLE 6

1974-75 Tenure Profile of LSU - Baton Rouge

TENURED FACULTY:

	Sex		Races					
	M	F	W	B	Y	O	TOTAL	AVERAGE AGE
Prof.	330	18	346	0	2	0	348	52
Asso. Prof.	205	28	226	1	6	0	233	42
Asst. Prof.	13	15	27	0	1	0	28	52
						TOTAL TENURED FACULTY:	609	48

PERCENTAGE OF DEPARTMENT FACULTY: 54 %

NUMBER RETIRING BY 1980: 31 ; 1985: 51

NONTENURED FACULTY:

	Sex		Races					
	M	F	W	B	Y	O	TOTAL	AVERAGE AGE
Prof.	17	1	18	0	0	0	18	49
Asso. Prof.	38	10	42	4	2	0	48	41
Asst. Prof.	233	51	270	6	5	3	284	34
Inst.	90	82	154	14	2	2	172	33
						TOTAL NONTENURED FACULTY:	522	37

PERCENTAGE OF DEPARTMENT FACULTY: 46 %

NUMBER UP FOR TENURE BY 1980 : 205 ; 1985 127

PROJECTED TENURE FRACTION: Assuming that there are no new positions created and that the only resignations are due to retirement at age 70, and assuming that retiring tenured faculty are replaced by non-tenured faculty if this department grants tenure to:

50% of faculty up for tenure, by 1980 the tenure fraction will be 60 %; by 1985 61

100% of faculty up for tenure, by 1980 the tenure fraction will be 69 %; by 1985 76

TABLE 7

1974-75 Tenure Profile of LSU - Baton Rouge
by College or School

College/ School	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Agriculture	123	50	41	36	75%
Arts & Sciences	151	48	181	36	46%
Business Administration	39	43	30	34	57%
Chemistry & Physics	53	44	38	34	59%
Continuing Education	3	48	3	41	50%
Education	43	52	61	39	42%
Engineering	80	47	16	35	84%
Environmental Design	25	46	36	34	41%
Environmental Studies	1	60	0	0	100%
Latin American Studies	1	45	0	0	100%
Law	16	50	15	32	52%
Library Science	2	52	4	41	33%
Military & Aerospace	0	0	2	50	0%
Music	22	51	14	39	62%
Nuclear Science	4	48	0	0	100%
Social Welfare	9	54	21	44	30%
Law Enforcement	1	67	2	32	33%
Veterinary Medicine	7	50	24	38	23%
Wetland Resources	2	52	23	38	8%
Rural Sociology	1	57	3	34	25%
Total	609*	48	522*	37	54%

*Including administrators

TABLE 8

Projected Tenure Profile of LSU - Baton Rouge by College/School to 1980 and 1985

Assuming that there are no new positions created and that the only resignations are due to retirement at age 70, and assuming that retiring tenured faculty are replaced by nontenured faculty, the tenure fraction will be as follows:

	No. Tenured Faculty	No. Tenured Faculty Retiring by 1980	No. Tenured Faculty up for Tenure by 1980	Projected Tenure Fraction to 1980		No. Tenured Faculty Retiring, 1981-1985	No. Nontenured Faculty up for tenure, 1981-1985	Projected Tenure Fraction to 1985	
				If tenure is granted to 50% of those considered.	If tenure is granted to 100% of those considered.			If tenure is granted to 50% of those considered.	If tenure is granted to 100% of those considered.
Agriculture	123	8	18	76%	81%	12	12	72%	81%
Arts & Sciences	151	11	60	51%	60%	14	44	54%	69%
Business Administration	39	1	8	61%	67%	1	9	67%	78%
Chemistry & Physics	53	0	15	67%	75%	3	11	70%	84%
Continuing Education	3	0	1	67%	67%	0	0	67%	67%
Education	43	1	13	47%	53%	6	7	45%	54%
Engineering	80	2	9	86%	91%	3	3	86%	91%
Environmental Design	25	0	11	51%	59%	3	14	57%	77%
Environmental Studies	1	0	0	100%	100%	1	0	0%	0%
Latin American Studies	1	0	0	100%	100%	0	0	100%	100%
Law	16	4	9	55%	68%	3	6	55%	77%
Library Science	2	0	3	67%	83%	0	1	83%	100%
Military & Aerospace	0	0	2	50%	100%	0	0	50%	100%
Music	22	2	6	64%	72%	1	4	67%	81%
Nuclear Science	4	0	0	100%	100%	0	0	100%	100%
Social Welfare	9	1	15	53%	77%	3	6	53%	87%
Law Enforcement	1	1	1	67%	67%	0	0	67%	67%
Veterinary Medicine	7	0	14	45%	68%	0	9	61%	97%
Wetland Resources	2	0	20	48%	88%	1	0	44%	84%
Rural Sociology	1	0	1	50%	50%	0	1	75%	75%

TABLE 9-A

1974-75 Tenure Profile of the College of Agriculture by Department

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Agricultural Economics & Agribusiness	13	50	3	32	82%
Agricultural Engineering	7	49	2	35	78%
Agronomy	10	52	2	37	84%
Dairy Science	5	57	3	43	63%
Animal Science	7	42	3	33	70%
Experimental Statistics	3	43	2	30	60%
Entomology	11	51	3	37	79%
Food Science	7	48	0	0	100%
Extension & International Education	3	50	0	0	100%
Forestry & Wildlife Management	14	48	2	37	88%
Home Economics	12	52	10	34	45%
Horticulture	10	53	1	32	91%
Plant Pathology	5	48	3	38	63%
Poultry Science	3	51	0	0	100%
Veterinary Science	2	56	1	50	66%
Vocational Agricultural Education	10	54	6	36	63%
Total	123*	50	41	36*	75%

*Including administrators

TABLE 9-B

1974-75 Tenure Profile of the College of Arts and Sciences by Department

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Books & Libraries	0	0	3	54	0%
Botany	4	54	5	34	45%
English	13	50	48	35	21%
Foreign Languages	14	47	17	37	46%
Geography & Anthropology	9	48	6	36	60%
Geology	11	45	5	45	69%
Geoscience	0	0	4	48	0%
Political Science	6	52	7	37	47%
History	12	48	9	32	58%
Journalism	3	55	7	40	30%
Mathematics	24	46	30	33	45%
Microbiology	7	43	1	32	88%
Philosophy	2	48	5	33	29%
Psychology	18	48	4	37	82%
Sociology	3	49	5	36	38%
Speech	11	52	11	33	50%
Zoology & Physiology	12	51	10	34	55%
Total	151*	48	181*	36	46%

*Including administrators

TABLE 9-C

1974-75 Tenure Profile of the College of Business Administration

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Accounting	6	50	6	34	50%
Economics	9	41	4	31	70%
Finance	7	42	4	31	64%
Management	6	44	6	33	50%
Marketing	2	34	4	42	34%
Office Administration	1	65	3	39	25%
Quantitative Methods	3	42	3	30	50%
Division of Research	2	34	0	0	100%
Total	39*	43	30*	34	57%

*Including administrators

TABLE 9-D

1974-75 Tenure Profile of the College of Chemistry & Physics

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Biochemistry	6	49	2	35	75%
Chemistry	23	44	10	35	70%
Physics & Astronomy	19	42	21	34	48%
Computer Science	2	32	4	30	34%
Total	53*	44	38*	34	59%

*Including administrators

TABLE 9-E

1974-75 Tenure Profile of the College of Education

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Education	20	51	18	40	53%
HP&RE	10	52	17	36	38%
University Lab School	11	53	24	40	32%
Total	43*	52	61*	39	42%

*Including administrators

TABLE 9-F

1974-75 Tenure Profile of the College of Engineering

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Chemical Engineering	14	46	0	0	100%
Civil Engineering	10	52	3	37	77%
Electrical Engineering	18	47	5	33	79%
Engineering Graphics	2	60	0	0	100%
Engineering Science	9	43	1	47	90%
Mechanical, Aerospace,& Industrial Engineering	15	45	4	32	79%
Petroleum Engineering	4	47	2	36	67%
Engineering - Interdisciplinary	1	44	0	0	100%
Total	80*	47	16*	35	84%

*Including administrators

TABLE 9-G

1974-75 Tenure Profile of the School of Environmental Design

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Architecture	9	47	13	34	41%
Fine Arts	8	47	19	34	30%
Landscape Architecture	7	43	4	30	64%
Total	25*	46	36	34	41%

*Including Administrators

TABLE 9-H

1974-75 Tenure Profile of the School of Veterinary Medicine

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Anatomy & Fine Structure	1	56	2	40	34%
Clinical Sciences	1	52	5	40	17%
Epidemiology & Community Health	0	0	3	44	0%
Microbiology & Parasitology	1	38	4	36	20%
Pathology	1	44	4	35	20%
Physiology, Pharmacology & Toxicology	1	54	5	37	17%
Total	7*	50	24*	38	23%

*Including administrators

TABLE 9-I

1974-75 Tenure Profile of the Center for Wetland Resources

Department	Number Tenured Faculty	Average Age Tenured Faculty	Number Nontenured Faculty	Average Age Nontenured Faculty	Tenure Fraction 1975
Coastal Studies Institute	0	0	10	34	0%
Other Research Projects	0	0	2	37	0%
Marine Sciences	1	44	0	0	100%
Sea Grant Development	1	61	11	42	8%
Total	2	52	23	38	8%

TABLE 10

Projected Tenure Fraction of LSU - BR by Department to 1980, 1985

Assuming that there are no new positions created and that the only resignations are due to retirement at age 70, and assuming that retiring tenured faculty are replaced by nontenured faculty, if tenure is granted to 50% of faculty up for tenure, the tenure fractions will be:

Unit	1975 Tenure Fraction	1980 Tenure Fraction	1985 Tenure Fraction
College of Agriculture	75%	76%	72%
Agricultural Economics	82%	88%	81%
Agricultural Engineering	78%	89%	78%
Agronomy	84%	84%	75%
Dairy Science	63%	63%	63%
Animal Science	70%	70%	90%
Experimental Statistics	60%	80%	80%
Entomology	79%	79%	71%
Food Science	100%	100%	100%
Extension & International Education	100%	100%	100%
Forestry & Wildlife Management	88%	81%	75%
Home Economics	55%	59%	64%
Horticulture	91%	100%	100%
Plant Pathology	63%	75%	75%
Poultry Science	100%	100%	100%
Veterinary Science	66%	66%	66%
Vocational Agricultural Education	63%	69%	63%
College of Arts & Sciences	46%	51%	54%
Books & Libraries	0%	33%	33%
Botany	45%	56%	67%
English	21%	30%	33%
Foreign Languages	46%	58%	65%
Geography & Anthropology	60%	67%	67%

TABLE 10 Continued

Unit	1975 Tenure Fraction	1980 Tenure Fraction	1985 Tenure Fraction
Geology	69%	75%	75%
School of Geoscience	0%	100%	100%
Political Science	47%	54%	62%
History	58%	62%	62%
Journalism	30%	30%	40%
Mathematics	45%	48%	61%
Microbiology	88%	88%	100%
Philosophy	29%	43%	57%
Psychology	82%	86%	68%
Sociology	38%	63%	75%
Speech	50%	50%	50%
Zoology & Physiology	55%	64%	55%
College of Business Administration	57%	61%	67%
Accounting	50%	58%	58%
Economics	70%	77%	85%
Finance	64%	73%	82%
Management	50%	58%	67%
Marketing	34%	50%	67%
Office Administration	25%	0%	0%
Quantitative Methods	50%	67%	67%
Division of Research	100%	100%	100%
College of Chemistry & Physics	59%	67%	70%
Biochemistry	75%	88%	75%
Chemistry	70%	73%	76%
Physics & Astronomy	48%	63%	70%
Computer Science	34%	50%	67%
Continuing Education	50%	67%	67%
College of Education	42%	47%	45%
Education	53%	61%	63%
HP&RE	38%	44%	41%
Lab School	32%	34%	29%

TABLE 10 Continued

Unit	1975 Tenure Fraction	1980 Tenure Fraction	1985 Tenure Fraction
College of Engineering	84%	86%	86%
Chemical Engineering	100%	100%	93%
Civil Engineering	77%	77%	77%
Electrical Engineering	79%	83%	83%
Engineering Graphics	100%	50%	50%
Engineering Science	90%	100%	100%
Mechanical, Aerospace & Industrial Engineering	79%	89%	89%
Petroleum Engineering	67%	50%	50%
Engineering - Interdisciplinary	100%	100%	100%
School of Environmental Design	41%	51%	57%
Architecture	41%	50%	55%
Fine Arts	30%	44%	56%
Landscape Architecture	64%	64%	72%
Institute of Environmental Studies	100%	100%	0%
Latin American Studies	100%	100%	100%
Law	52%	55%	55%
Library Science	33%	67%	83%
Military & Aerospace	0%	50%	50%
Music	62%	64%	67%
Nuclear Science	100%	100%	100%
Social Welfare	30%	53%	53%
Law Enforcement	33%	67%	67%
Veterinary Medicine	23%	45%	61%
Anatomy & Fine Structure	34%	67%	100%
Clinical Sciences	17%	50%	67%
Epidemiology & Community Health	0%	33%	67%
Microbiology & Parasitology	20%	40%	60%
Pathology	20%	40%	60%
Physiology, Pharmacology & Toxicology	17%	50%	67%
Wetland Resources	8%	48%	44%
Coastal Studies	0%	50%	60%

TABLE 10 Continued

Unit	1975 Tenure Fraction	1980 Tenure Fraction	1985 Tenure Fraction
Other Research	0%	50%	50%
Marine Sciences	100%	100%	100%
Sea Grant	8%	50%	45%
Rural Sociology	25%	50%	75%

FOOTNOTES

[1] Faculty Tenure: A Report and Recommendations by the Commission on Academic Tenure in Higher Education (San Francisco: Jossey-Bass Publishers, 1973), p. 45.

[2] Ibid., p. 123.

[3] The Johns Hopkins "Call," Lovejoy Papers, AAUP.

[4] Larry L. Leslie and Howard F. Miller, Jr., Higher Education and the Steady State, ERIC/Higher Education Research Report No. 4 (Washington, D. C.: American Association for Higher Education, 1974), p. 29.

[5] Richard Martin, "Uneasy Professors. Tenure for Teachers is Beginning to Crumble as Critics Push Drive," The Wall Street Journal, April 16, 1971.

[6] John Percy Miller, "Tenure: Bulwark of Academic Freedom and Brake on Change," Educational Record, 51 (Summer 1970).

[7] "Are Lifetime Jobs for Professors in Jeopardy?", U.S. News and World Report, December 11, 1972, p. 55.

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AAUP Statement of Principles on Academic Freedom and Tenure, 1915

II. PRACTICAL PROPOSALS

As the foregoing declaration implies, the ends to be accomplished are chiefly three:

First: To safeguard freedom of inquiry and of teaching against both covert and overt attacks, by providing suitable judicial bodies, composed of members of the academic profession, which may be called into action before university teachers are dismissed or disciplined, and may determine in what cases the question of academic freedom is actually involved.

Second: By the same means, to protect college executives and governing boards against unjust charges of infringement of academic freedom, or of arbitrary and dictatorial conduct—charges which, when they gain wide currency and belief, are highly detrimental to the good repute and the influence of universities.

Third: To render the profession more attractive to men of high ability and strong personality by insuring the dignity, the independence, and the reasonable security of tenure, of the professorial office.

The measures which it is believed to be necessary for our universities to adopt to realize these ends—measures which have already been adopted in part by some institutions—are four:

A. *Action by Faculty Committees on Reappointments.* Official action relating to reappointments and refusals of reappointment should be taken only with the advice and consent of some board or committee representative of the faculty. Your committee does not desire to make at this time any suggestion as to the manner of selection of such boards.

B. *Definition of Tenure of Office.* In every institution

there should be an unequivocal understanding as to the term of each appointment; and the tenure of professorships and associate professorships, and of all positions above the grade of instructor after ten years of service, should be permanent (subject to the provisions hereinafter given for removal upon charges). In those state universities which are legally incapable of making contracts for more than a limited period, the governing boards should announce their policy with respect to the presumption of reappointment in the several classes of position, and such announcements, though not legally enforceable, should be regarded as morally binding. No university teacher of any rank should, except in cases of grave moral delinquency, receive notice of dismissal or of refusal of reappointment, later than three months before the close of any academic year, and in the case of teachers above the grade of instructor, one year's notice should be given.

C. *Formulation of Grounds for Dismissal.* In every institution the grounds which will be regarded as justifying the dismissal of members of the faculty should be formulated with reasonable definiteness; and in the case of institutions which impose upon their faculties doctrinal standards of a sectarian or partisan character, these standards should be clearly defined and the body or individual having authority to interpret them, in case of controversy, should be designated. Your committee does not think it best at this time to attempt to enumerate the legitimate grounds for dismissal, believing it to be preferable that individual institutions should take the initiative in this.

D. *Judicial Hearings Before Dismissal.* Every university or college teacher should be entitled, before dismissal* or demotion, to have the charges against him stated in writing in specific terms and to have a fair trial on those charges before a special or permanent judicial committee chosen by the faculty senate or council, or by the faculty at large. At such trial the teacher accused should have full opportunity to present evidence, and, if the charge is one of professional incompetency, a formal report upon his work should be first made in writing by the teachers of his own department and of cognate departments in the university, and, if the teacher concerned so desire, by a committee of his fellow specialists from other institutions, appointed by some competent authority.

The above declaration of principles and practical proposals are respectfully submitted by your committee to the approval of the Association, with the suggestion that, if approved, they be recommended to the consideration of the faculties, administrative officers, and governing boards of the American universities and colleges.

* This does not refer to refusals of reappointment at the expiration of the terms of office of teachers below the rank of associate professor. All such questions of reappointment should, as above provided, be acted upon by a faculty committee.

AAUP 1925 Report of Committee A: Academic Freedom and Tenure

COMMITTEE REPORTS

REPORT OF COMMITTEE A, *Academic Freedom and Tenure.*[1]—In view of the frequent lack of knowledge by the public and not infrequently the teaching profession of this Association upon the subject matter with which this Committee is concerned, it seems desirable to repeat, for emphasis, the position taken by the Association as shown in statements by its officers and in the reports of its committees.

I

The position of this Association upon the subject of academic tenure has been stated, and stated clearly, many times by its officers and committees. It has been frequently pointed out that there is no disposition on the part of this body to perpetuate incompetency in academic positions. The Association is not organized for the purpose of protecting incompetent men in the occupation of positions where by reason of incapacity or indolence the necessary work is not being performed. Equally clear cut has been the position on the positive side. It has been frankly acknowledged that the financial rewards of successful academic effort, even under very favorable circumstances, will not equal those attained by an equally successful business career. If capable men are to be attracted into the profession, it is necessary that the lack of financial return be in some measure balanced by a comparative security of tenure. This is based not alone on the convenience of the individual teacher, although that is an item, but on the general advantage to education in thus assuring the thorough attention of the teacher to his professional duties.

It has been emphasized by the Association that while undoubtedly there should be, for every person entering the profession, a period in which the teacher is on trial, such a period should not continue indefinitely; when a teacher has attained that degree of professional success which gives him the rank of associate professor or professor, the probationary period should be taken to have ended. His tenure should be considered indefinite.

The noteworthy report of Committee A for 1915 is so clear upon this phase of the question that it is worth repeating here, even though the material has already been before members of this Association.

"*Definition of Tenure of Office.*—In every institution there should

[1] Presented at the Annual Meeting. As here published some passages of the original have been omitted.

be an unequivocal understanding as to the term of each appointment; and the tenure of professorships and associate professorships; and of all positions above the grade of instructor after ten years of service should be permanent (subject to the provisions hereinafter given for removal upon charges). In those state universities which are legally incapable of making contracts for more than a limited period, the governing boards should announce their policy with respect to the presumption of reappointment in the several classes of position, and such announcements, though not legally enforceable, should be regarded as morally binding. No university teacher of any rank should, except in cases of grave moral delinquency, receive notice of dismissal or of refusal of reappointment, later than three months before the close of any academic year, and in the case of teachers above the grade of instructor, one year's notice should be given.

"*Formulation of Grounds for Dismissal.*—In every institution the grounds which will be regarded as justifying the dismissal of members of the faculty should be formulated with reasonable definiteness; and in the case of institutions which impose upon their faculties doctrinal standards of a sectarian or partisan character, these standards should be clearly defined and the body or individual having authority to interpret them, in case of controversy, should be designated. Your committee does not think it best at this time to attempt to enumerate the legitimate grounds for dismissal, believing it to be preferable that individual institutions should take the initiative in this.

"*Judicial Hearings before Dismissal.*—Every university or college teacher should be entitled, before dismissal or demotion, to have the charges against him stated in writing in specific terms and to have a fair trial on those charges before a special or permanent judicial committee chosen by the faculty senate or council, or by the faculty at large. At such trial the teacher accused should have full opportunity to present evidence, and if the charge is one of professional incompetency, a formal report upon his work should be first made in writing by the teachers of his own department and of cognate departments in the university, and, if the teacher concerned so desire, by a committee of his fellow-specialists from other institutions, appointed by some competent authority."

More than twenty investigations of dismissals in as many colleges and universities have been made under the general direction of the Committee on Academic Freedom and Tenure since the organization of the Association, and the reports printed in its *Bulletin*. Many more requests for investigations have been made. It is obviously impossible, with committees serving solely as volunteers, to handle every case presented to the Committee.

Each investigating committee has included one member of Committee A. But each committee has necessarily been different in personnel. A professor with professional duties of his own to perform cannot, obviously, undertake the laborious task of conducting a series of time-absorbing investigations. So the reports of the committees have naturally varied in the fullness with which general principles have been stated. Each investigation has been undertaken without bias either for or against institution or dismissed professor. They have succeeded remarkably well in commanding the respect of both institutions and complainants, when it is considered that their work has been in a controversial field where the parties have frequently not been on the best of terms. A judicial attitude on the part of an investigating committee may produce a report which is not wholly satisfactory to either party to a controversy, but a continuance of the judicial attitude seems of essential importance if the reports are to command the respect of the professional and the general public.

II

During the past year, special committees, appointed by Committee A, have made reports upon cases arising at the University of West Virginia, the University of Montana and the University of Tennessee. A report from the committee investigating the University of Arizona has also been published. A committee on Iowa Wesleyan has not yet made its report. Recently a committee has been appointed for investigation at the University of Kansas.

Upon request of individuals concerned, the good offices of the Association were tendered in an effort at mediation in one case which arose during the year. The offer was declined with thanks by the authorities of the institution.

It is a matter for great encouragement to see a declaration of principles of tenure so nearly like our own from the Association of American Colleges. It is likewise a matter for encouragement that the American Council on Education has called a conference on the subject of Academic Freedom and Tenure. A declaration of principles by educational organizations upon the subject of academic freedom and tenure must necessarily be of great interest and importance to the teaching profession.

HERBERT . GOODRICH, *Chairman.*

1925 Conference Statement on Academic Freedom and Tenure

AMERICAN COUNCIL ON EDUCATION

CONFERENCE ON ACADEMIC FREEDOM AND TENURE.—A conference on Academic Freedom and Tenure called by the American Council on Education met on Friday, January 2, 1925, at Washington. The following associations were represented by the delegates named:

American Association of University Women: Mina Kerr, Mary Van Kleeck; American Association of University Professors: A. O. Leuschner, F. S. Deibler, A. O. Lovejoy; Association of American Colleges: John R. Effinger; Association of American Universities: A. H. Lloyd; Association of Governing Boards: J. W. Barnes; Association of Land Grant Colleges: A. F. Woods; Association of Urban Universities: Wm. Mather Lewis; National Association of State Universities: H. W. Chase; American Council on Education: H. W. Tyler, S. P. Capen, F. B. Robinson, C. R. Mann.

The meeting was called to order by Professor H. W. Tyler, as Chairman of the American Council on Education. The general purpose of the meeting was stated to be a discussion of the problem of coordinating action on questions of academic freedom, tenure and promotion.

Professor A. O. Leuschner, representing the American Association of University Professors, described the difficulties that have been encountered in this matter by the Association, and told how many of them have been overcome at the University of California by sympathetic cooperation between the trustees, the president and the faculty.

Miss Van Kleeck representing the American Association of University Women, spoke of a study that had been made at Smith College by a joint committee of the faculty and trustees to determine what had been the practice of Smith College in these matters during the past twenty years.

Dean Effinger presented the statement concerning academic freedom and tenure adopted by the Association of American Colleges and urged the advantages that would accrue if all the associations would agree on a common statement of general principles.

After discussion of the statement presented by the Association of American Colleges it was *voted* to appoint Messrs. Capen, Effinger and Lovejoy a committee to revise the statement presented by the Association of American Colleges in the light of the suggestions that had been made.

The chair appointed Messrs. Chase, Deibler and Woods a subcommittee to make recommendations as to what further action, if any, should be taken by the American Council.

At a subsequent session the drafting committee presented the following statement:

Academic Freedom

1. A university or college may not place any restraint upon the teacher's freedom in investigation, unless restriction upon the amount of time devoted to it becomes necessary in order to prevent undue interference with teaching duties.

2. A university or college may not impose any limitation upon the teacher's freedom in the exposition of his own subject in the classroom or in addresses and publications outside the college, except insofar as the necessity of adapting instruction to the needs of immature students, or in the case of institutions of a denominational or partisan character, specific stipulations in advance, fully understood and accepted by both parties, limit the scope and character of instruction.

3. No teacher may claim as his right the privilege of discussing in his classroom controversial topics outside of his own field of study. The teacher is morally bound not to take advantage of his own position by introducing into the classroom provocative discussions of irrelevant subjects not within the field of his study.

4. A university or college should recognize that the teacher in speaking or writing outside of the institution upon subjects beyond the scope of his own field of study is entitled to precisely the same freedom and is subject to the same responsibility as attachés to all other citizens. If the extramural utterances of the teacher should be such as to raise grave doubts concerning his fitness for his position, the question should in all cases be submitted to an appropriate committee of the faculty of which he is a member. It should be clearly understood that an institution assumes no responsibility for views expressed by members of its staff; and teachers should, when necessary, take pains to make it clear that they are expressing only their personal opinions.

Academic Tenure

1. The precise terms and expectations of every appointment should be stated in writing and be in the possession of both college and teacher.

2. Termination of a temporary or a short-term appointment should always be possible at the expiration of the term by the mere act of giving timely notice of the desire to terminate. The decision to terminate should always be taken, however, in conference with the department concerned, and might well be subject to approval by a faculty or council committee or by the faculty or council. It is desirable that the question of appointments for the ensuing year be taken up as early as possible. Notice of the decision to terminate should be given in ample time to allow the teacher an opportunity to secure a new position. The extreme limit for such notice should not be less than three months before the expiration of the academic year. The teacher who proposes to withdraw should also give notice in ample time to enable the institution to make a new appointment.

3. It is desirable that termination of a permanent or long-term appointment for cause should regularly require action by both a faculty committee and the governing board of the college. Exceptions to this rule may be necessary in cases of gross immorality or treason, when the facts are admitted. In such cases summary dismissal would naturally ensue. In cases where other offenses are charged, and in all cases where the facts are in dispute, the accused teacher should always have the opportunity to face his accusers and be heard in his own defense by all bodies that pass judgment upon the case. In the trial of charges of professional incompetence, the testimony of scholars in the same field, either from his own or from other institutions, should always be taken. Dismissal for other reasons than immorality or treason should not ordinarily take effect in less than a year from the time that the decision is reached.

4. Termination of permanent or long-term appointments because of financial exigencies should be sought only as a last resort, after every effort has been made to meet the need in other ways and to find for the teacher other employment in the institution. Situations which make drastic retrenchment of this sort necessary should preclude expansions of the staff at other points at the same time, except in extraordinary circumstances.

The following resolution was unanimously passed:

Resolved, that this Conference concur in the conventions concerning academic freedom and tenure adopted by the Association of American Colleges, as modified in the foregoing statement, and it recommends the adoption of these conventions, in the form here suggested, by the several bodies represented in this Conference, and by American universities and colleges.

. On recommendation of the second committee it was unanimously

Resolved, that the American Council on Education be asked to undertake the assembling of data regarding the practice of institutions of higher education in dealing with appointments and promotions, and in providing incentives for the development of individual members of their faculties, and that it be further asked to make the same available through publication and through communication to the constituent members of the Council.

The following further resolution was unanimously adopted:

Resolved, that the American Council on Education be requested to call a second conference on this subject, inviting the same associations that were represented at this conference, to consider the facts and progress made in accordance with the foregoing resolutions whenever, in the judgment of the Council, it appears that such a conference would be advisable.

1940 Statement of Principles on Academic Freedom and Tenure

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher[a] or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. [1][b]

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

(a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. [2] Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. [3]

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman. [4]

Academic Tenure

(a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice:

(1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

(2) Beginning with appointment to the rank of full-time instructor or a higher rank, [5] the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. [6] Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period. [7]

(3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have. [8]

(4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution. [9]

(5) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

1940 Interpretations

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7-8, 1940, the following interpretations of the 1940 *Statement of Princi-*

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[a] The word "teacher" as used in this document is understood to include the investigator who is attached to an academic institution without teaching duties.

[b] Bold-face numbers in brackets refer to Interpretive Comments which follow.

ples on Academic Freedom and Tenure were agreed upon:

1. That its operation should not be retroactive.
2. That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure.
3. If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on *Academic Freedom* and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on *Academic Tenure*. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

Extract From the Minutes of the Board of Supervisors
of the Louisiana State University and A. & M. College
January 13-14, 1941

REGULATIONS OF THE BOARD OF SUPERVISORS ON THE SUBJECT MATTER OF TENURE

a. The President of the University, all major administrative officers, the deans of the several schools and colleges, the dean of women, the dean of men, and the dean of student life, and the heads of divisions and departments, as such, but not in their capacity as instructional members of a faculty, shall hold office at the pleasure of the Board of Supervisors. The tenure of all those who rank as full professors or as associate professors shall be of indeterminate duration, except that the initial appointment of a professor or an associate professor may be for a stipulated term. At the expiration of this term, if the professor or associate professor be reappointed, the appointment shall be of indeterminate duration. The tenure of assistant professors shall be for a stipulated term of no longer than three years' duration. Notice of intention not to renew an appointment as assistant professor should be given a year prior to the expiration of the appointment. Instructors shall be on annual appointment and at least three months' notice must be given before the end of any fiscal year of intention not to renew an appointment as instructor. The foregoing provisions shall not be construed to invalidate contracts made between the University and faculty members on any mutually acceptable terms. The provisions of tenure shall apply only to full-time members of any faculty of the University. Tenure may be terminated by: (1) honorable retirement; (2) acceptance of resignation; or (3) discharge for cause.

b. The term of the appointment to the faculty of each member of professorial and instructional rank shall be stated in writing and shall be in the possession both of the individual concerned and of the University.

c. Cause for discharge shall consist of conduct seriously prejudicial to the University through deliberate infraction of law or commonly accepted standards of morality, failure to cooperate, neglect of duty, inefficiency or incompetence. The foregoing enumeration of causes for discharge shall not be deemed exclusive, and members of the faculty and staff may be discharged for other causes.

d. Before the termination of a contract, dismissal, or demotion in academic rank of any member of the faculty during a period covered by an existing contract, he shall be entitled to have the charges against him stated in writing, to have a fair hearing before a special committee of the faculty appointed by the President or of the Board of Supervisors at the option of the Board of Supervisors. The Board of Supervisors shall have the final authority for the promotion, appointment, demotion, or removal of any member of the teaching staff.

e. The termination of indeterminate appointments because of financial exigencie in the University shall be within the power of the Board of Supervisors, but this prerogative shall not be used except as a last resort.

Board appointed committee to study problem and formulate tentative policy; Board adopted policy, ordered entire report spread upon minutes of Board as interpretation of policy.

VI

APPOINTMENTS, PROMOTIONS, TENURE, LEAVES OF ABSENCE, GROUP INSURANCE, BASIS OF PAY, AND RETIREMENT OF UNIVERSITY PERSONNEL

SECTION 55. Every appointment shall be made on the basis of merit and the special fitness of the individual for the work demanded by the position. All appointments, reappointments, promotions and dismissals of members of the faculty and of the administrative staff shall be made by the President subject to the approval of the Board of Supervisors. Recommendations for appointments and promotions and for fixing of salaries shall ordinarily originate with the department head and shall be presented to the dean of the college or school for transmittal with his recommendation to the President. Clerical and office assistants shall be appointed by the President upon the recommendation through the proper channels of the person in charge of the office concerned.

In the making of appointments to the academic staff and in recommending salaries and promotions for members of the academic staff, special consideration shall be given to teaching ability, research ability and achievement, and to general usefulness or promise thereof to the University.

Other employees shall be engaged and dismissed by the heads of the offices concerned, subject to the approval of the President of the University and the Board of Supervisors.

SECTION 56. *Tenure. a.* The President of the University, all major administrative officers, the deans of the several colleges and schools, the dean of women, the dean of men, and the heads of divisions and departments, as such, but not in their capacity as instructional members of a faculty, shall hold office at the pleasure of the Board of Supervisors.

The tenure of all those who rank as professors or as associate professors shall be of indeterminate duration, except that the initial appointment of a professor or an associate professor may be for a stipulated term. The tenure of assistant professors shall be for a stipulated term of no longer than three years' duration. Instructors and assistants shall be on annual appointment. When possible, at least three months' notice shall be given of intention not to reappoint an assistant professor, instructor, or assistant, but failure of the University to give such notice shall not constitute reappointment. The foregoing provisions shall not be construed to invalidate presently existing contracts nor to exclude contracts between the University and faculty on mutually acceptable terms. The provisions of tenure shall apply only to full-time members of the academic staff of the University. Tenure may be terminated by: (1) honorable retirement; (2) acceptance of resignation; or (3) discharge for cause.

b. The terms of the appointment to the academic staff of each member shall be reduced to writing and a copy thereof furnished to each of the contracting parties.

Cause for discharge, termination of contract, or demotion in rank shall consist of conduct seriously prejudicial to the University, deliberate infraction of law or commonly accepted standards of morality, failure to co-operate, neglect of duty, inefficiency or incompetence. The foregoing enumeration of causes shall not be deemed exclusive.

c. Before the termination of contract for cause, discharge, or demotion in academic rank of any member of the academic staff, he shall be entitled to have the charges against him stated in writing, to have a fair hearing before a special committee of the faculty appointed by the President or before a committee of the Board of Supervisors, at the option of the Board of Supervisors. The Board shall have the final authority for the

promotion, appointment, demotion, or removal of any member of the teaching staff.

d. It is a basic principle of University policy that every member of the academic staff, of whatever rank, shall at all times be held responsible for competent and effective performance of his duties. No principle of tenure shall be permitted to protect any person from removal from his position after full and careful investigation and due notice of a decision that he has not met and does not give promise of meeting the responsibilities of his position. This shall also be interpreted to mean that a member of the University faculty or staff shall not seek or hold any remunerative political office.

e. The University tenure regulations, stated in clauses *a* through *d supra*, apply to the professional staff of the Library with the rank of Junior Librarian or higher, with the exceptions noted below.

Tenure for Senior and Assistant Librarians is established under the following conditions:

1) Initial appointments for Senior Librarians shall be for one year subject to annual renewal. Upon reappointment at the end of three years of satisfactory service, Senior Librarians shall be given indefinite appointment.
2) Initial appointments for Assistant Librarians shall be for a period not to exceed three years. Upon reappointment at the end of three years of satisfactory service, Assistant Librarians shall be given indefinite appointment.

SECTION 57. *Academic Freedom.* The University is committed to the principle of academic freedom. This principle acknowledges the right of a teacher to explore fully within the field of his assignment and to give in the class room and elsewhere such exposition of his subject as he believes to represent the truth. This principle also includes the right of a member of the faculty of the University to exercise in speaking, writing, and action outside the University the ordinary rights of an American citizen, but it does not decrease the responsibility which the faculty member bears to the University of which he is a member.

The principle of academic freedom must carry with it a corresponding sense of responsibility to the University, state and nation. Among the many implicit responsibilities which must be assumed by those enjoying the privileges of academic freedom shall be that of refraining from advocating or insisting upon the adoption by students or others of any particular point of view as authoritative in controversial issues.

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ARTICLE VI

Rights, Duties, and Responsibilities of the Academic Staff

Section 28. *Academic Freedom.* The University is committed to the principle of academic freedom. This principle acknowledges the right of a teacher to explore fully within the field of his assignment and to give in the classroom and elsewhere such exposition of his subject as he believes to represent the truth. This principle also includes the right of a member of the academic staff of the University to exercise in speaking, writing, and action outside the University the ordinary rights of an American citizen, but it does not decrease the responsibility which the member of the academic staff bears to the University, State, and Nation.

Among the many implicit responsibilities which must be assumed by those enjoying the privileges of academic freedom shall be that of refraining from insisting upon the adoption by students or others of any particular point of view as authoritative in controversial issues.

Section 29. *Appointment to and Promotion of Academic Staff.* Every appointment, promotion, and salary increase of a member of the academic staff shall be upon the basis of merit and the special fitness of the individual for the work demanded by the position. All appointments, reappointments, promotions, and dismissals of members of the academic staff shall be made by the President subject to the approval of the Board of Supervisors.

The terms of the appointment to the academic staff of each member shall be reduced to writing and a copy thereof furnished to each of the contracting parties.

Section 30. *Tenure of Academic Staff.* The provisions of tenure shall apply to full-time members of the staff with respect to their academic rank only. The tenure of all those who rank as professors or as associate professors or equivalent ranks shall be of indeterminate duration, except that the initial appointment at those ranks may be for a stipulated term. The tenure of those below the rank of associate professor or its equivalent shall be made for a definite term. The foregoing shall not be construed to invalidate presently existing contracts nor to exclude contracts between the University and faculty on mutually acceptable terms.

Tenure may be terminated by: (1) retirement, (2) acceptance of resignation, or (3) discharge for cause.

Section 31. *Termination of Services of Academic Staff.* Cause for discharge, termination of contract, or demotion in rank shall consist of conduct seriously prejudicial to the University, deliberate infraction of law or commonly accepted standards of morality, failure to co-operate, neglect of duty, inefficiency or incompetence. The foregoing enumeration of causes shall not be deemed exclusive.

Before termination of contract for cause, discharge, or demotion in academic rank of any member of the academic staff, he shall be entitled to have the charges against him stated in writing and at the option of the member concerned to have a hearing before a special committee of the faculty appointed by the President. In case the member of the academic staff does not elect to have a hearing, the President may provide for a hearing before a special committee of the faculty before taking action.

Section 32. *Responsibilities of Academic Staff.* It is a basic principle that every member of the academic staff, of whatever rank, shall at all times be held responsibile for competent and effective performance of his duties. No principle of tenure shall be permitted to protect any person from removal from his position after full and careful investigation and due notice of a decision that he has not met and does not give promise of meeting the responsibilities of his position.

SECTION 4-9. *Tenure.* The provisions of tenure apply only to the full-time members of the academic staff with respect to their academic rank only.

a. Tenure—Faculty Ranks. The tenure of all those who rank as professors or as associate professors or equivalent shall be of indeterminate duration, except that the initial appointment of a professor or an associate professor may be for a stipulated term. The tenure of those who rank as assistant professors shall be for a stipulated term of no longer than three years' duration. Those who rank as instructors and associates shall be on an annual appointment. (*See* Art. VI, Sec. 30 of the By-Laws.) When possible at least three months' notice shall be given of intention not to renew a limited term appointment, but failure of the University to give such notice shall not constitute reappointment.

SECTION 4-10. *Terms of Employment—Part-Time Academic Staff.* Members of the part-time academic staff shall be given term appointments only, not exceeding one academic or fiscal year.

SECTION 4-11. *Terms of Employment—Academic Staff—General.* The foregoing provisions shall not be construed to invalidate presently existing contracts nor to exclude contracts between the University and academic staff on mutually acceptable terms.

SECTION 4-12. *Termination of Tenure; Discharge; Demotion—Academic Staff.* Tenure may be terminated by: (1) retirement, (2) acceptance of resignation, or (3) discharge for cause. (*See* Art. VI, Sec. 30 of the By-Laws.) Cause for discharge, termination of contract, or demotion in rank shall consist of conduct seriously prejudicial to the University, deliberate infraction of law or commonly accepted standards of morality, failure to co-operate, neglect of duty, inefficiency or incompetence. The foregoing enumeration of causes shall not be deemed exclusive.

Before the termination of contract for cause, discharge, or demotion in academic rank of any member of the academic staff, he shall be entitled to have the charges against him stated in writing and at the option of the member concerned to have a fair hearing before a special committee of the faculty appointed by the President. In case the member of the academic staff does not elect to have a hearing, the President may provide for a hearing before a special committee of the faculty before taking action. (*See* Art. VI, Sec. 31 of the By-Laws.)

RECRUITMENT, RETENTION, PROMOTION AND TENURE OF FACULTY MEMBERS

The regular members of the faculty on the Baton Rouge campus include the President of the LSU System, the Chancellor of the Baton Rouge campus, the chief academic officer, the Boyd Professors, Alumni Professors, Professors, Associate Professors, Assistant Professors and Instructors (including various officers of the University who hold one of these ranks in addition to other titles), and professional library staff who hold equivalent academic ranks. These regular members of the faculty share certain rights, privileges, and responsibilities not shared by other academic employees of the University. Members of the faculty are responsible by law and by regulation of the Board of Supervisors for the determination of the educational policy of the University, subject to the superior authority of the Board of Supervisors. In addition, regular members of the faculty are expected to participate (with administrative officers) in the selection of new members of the academic staff and in decisions affecting their retention, promotion and tenure utilizing the following general principles.

RECRUITMENT AND SELECTION

Recruitment of colleagues is one of the most serious obligations of the faculty. Careful consideration must be given to the nature, role and mission of the University: to provide programs of instruction, research and service of the highest order for the people of Louisiana. (CF.RS17-1442)

The Position. Duties and responsibilities of the specific position to be filled must be carefully considered, for they determine the qualifications required of a prospective employee. Although all members of the academic staff are expected to be competent in instruction, research, creative activities and community service, probably none will possess equal competence or demonstrate equal productivity in all areas. The nature of the available position will determine the degree of emphasis to be given to each of these areas in assessing the qualifications of a candidate for employment.

Inbreeding. Hiring of personnel who have received their terminal degrees from this institution must be kept to a minimum. Appointment of persons holding terminal degrees from LSU at the rank of assistant professor and above will be made only in instances where exceptional merit of the candidate can be clearly demonstrated and no other comparably qualified person is available.

Procedure. Administrators of academic units should establish in reasonable detail the procedures and the criteria for selection, consistent with the following provisions. (1) Announcement of available positions should be made as widely as possible by personal letter, advertisements in appropriate professional publications, announcement to professional societies, and other means including those suggested by the University's Affirmative Action Plan which will bring the position to the attention of as many potential applicants as possible. (2) Applicants should be screened by the entire faculty or at the least by a committee of tenured faculty members of the academic unit involved. (3) Selection should be made only with the concurrence of at least a majority of the tenured members of the faculty of the academic unit.

Criteria. In judging the suitability of an applicant for a position on the academic staff, departments should consider all aspects of the professional preparation of the applicant including: (1) teaching or instructional effectiveness, as judged on the basis of the opinion of qualified colleagues in prior associations and, where possible, by performance during an interview; (2) research and creative capability, as evidenced by publications and the estimates of qualified colleagues; (3) cooperativeness, zeal and dedication as assessed by prior colleagues and other persons qualified to make such judgments.

The University adheres to the principle of equal employment opportunity without regard to race, color, creed, national origin, sex or age except where sex or age is a bona fide occupational qualification. Vacancies are to be filled only when a highly-qualified applicant can be appointed and when stipulations of the University's Affirmative Action Plan are fulfilled.

RETENTION

Except in unusual instances, initial appointments to the faculty are probationary and should be so described to the appointee. Probationary appointments are made for specific periods, and no assumption of

reappointment beyond such period should be made until approval of reappointment is obtained from appropriate University offices. Instructors, Associates, and part-time members of the academic staff are appointed only on a year-to-year basis or by periods of appointment less than one year. Appointments at the rank of Assistant Professor may not exceed three years, but upon reapointment after seven years of satisfactory service at LSU as Assistant Professor the employee receives indeterminate tenure. Initial appointments at the rank of Associate Professor or Professor are ordinarily probationary and are made for a stipulated term, but upon reappointment after four years service at LSU employees at these ranks receive indeterminate tenure.

Decisions to reappoint probationary employees should be made only after all faculty members with indeterminate tenure in the academic department involved have had a part in the review of probationary appointees' performance; no such reappointment should be made without the concurrence of at least a majority of the tenured members of the faculty of the department.

Criteria for Retention. Reappointments of probationary employees for further specified probationary periods (non-tenured appointments) are made on substantially the same basis as initial appointments, except that first-hand analysis of the employee's professional suitability will be made.

Administrative Termination. Termination of employment of persons who hold probationary appointments may be made by the University at the expiration of the appointment period. Such termination carries no implication whatsoever as to the quality of the employee's work or conduct. Therefore, it is not necessary for the University to provide any statement of causes to persons in probationary appointments who are not reappointed.

Notice of Termination. In instances in which probationary employees are not to be reappointed, written notice to the employee will ordinarily be provided in accordance with the following schedule: (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of the year; or, if a one year appointment terminates during an academic year, at least three months in advance of its termination. (2) Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two year appointment terminates during an academic year, at least six months in advance of its termination. (3) At least twelve months before the expiration of an appointment after two or more years in the institution.

However, inability on the part of the University to meet the suggested time schedule shall not be construed as evidence of intent on the part of the University to reappoint.

TENURE

Under the principles of tenure, the duly appointed full-time faculty member who performs his duties in a competent and effective manner can expect to retain his appointment for a specified period of time or indefinitely, depending upon rank and reputation. Indeterminate tenure is not a guarantee of lifetime employment, particularly in the face of institutional financial misfortune or change. It does assure that the employee will not be dismissed without adequate cause and without academic due process which substantiates that cause.

The tenure of probationary employees is as specified in the appointment form.

The tenure of those who rank as Professors or Associate Professors is normally of indeterminate duration, except that the initial appointment and subsequent reappointments through not more than four years of total service may be for stipulated terms. Persons promoted to the rank of Professor or Associate Professor after less than four years of service may be continued on term appointment through no more than the fourth year. Persons appointed to or promoted to the rank of Professor or Associate Professor while being paid from a grant or contract may be given limited tenure not exceeding the duration of the grant or contract.

The tenure of those who rank as Assistant Professor shall be for a stipulated term of no longer than three years. Upon reappointment after seven years of satisfactory service, the tenure of Assistant Professors shall be of indeterminate duration. Reappointment as Assistant Professor after seven years, with indeterminate tenure, is made only after special justification.

Those who rank as Instructors and Associates are on annual appointment or a lesser stipulated period of appointment.

Fifth-Year Review. Chairmen or heads of departments should review the status of Assistant Professors in their departments who are in their fifth year of total service to the University in the rank of Assistant Professor, and who have not been recommended for promotion to tenured rank. The review should be conducted via the same mechanisms as those employed for promotion recommendations, and the Assistant Professor should be informed (during the fifth year) (A) that a recommendation for continued appointment beyond the sixth (or seventh) year will not be made, or (B) that certain stated requirements must be met in order to be recommended for promotion during the sixth (or seventh) year, or (C) that certain stated requirements must be met in order to be recommended for continuation as Assistant Professor beyond the seventh year.

Tenure Recommendations. During the first semester of each academic year, the Office of Academic Affairs calls for recommendations for tenure for

each faculty member with rank of Assistant Professor and above who does not already have tenure extending beyond the end of that year. Tenure recommendations are initiated by the head or chairman of the department, with the advice and consent of the tenured members of the departmental faculty via the same mechanisms as those utilized for promotion recommendations. The recommendations are considered by the dean of the college and, if approved, by the Vice Chancellor for Academic Affairs, the Chancellor and (if indeterminate tenure is recommended) the President of the LSU System. The individual faculty member receives a copy of the approved tenure recommendation form (usually early in the spring semester).

Termination of Tenured Employees. Tenure may be terminated by retirement, acceptance of resignation, or discharge for cause. Every member of the academic staff, of whatever rank, will at all times be held responsible for competent and effective performance of duties, and no principle of tenure will be permitted to protect anyone from dismissal after full and careful investigation, and due notice of a decision that the employee has not met, and does not give promise of meeting, the responsibilities of the position.

PROMOTION

Criteria. It is assumed that all members of the faculty will make contributions to their disciplines through research or creative work of high quality. It is also assumed that all faculty will contribute to the mission of the University through effective teaching, advising, public service and competent participation in the work of University committees.

Decisions on promotion to the tenured ranks are most important; before recommending such a promotion the department must be convinced that the candidate will be a valuable member of the faculty for a period of time adequate to contribute to the mission of the University in an effective manner.

The criteria for promotion from Instructor to Assistant Professor are: (A) highest degree requisite in the field, (B) demonstrated evidence of scholarly and teaching ability, and (C) evidence of high standards of performance.

In general, these are the qualifications for promotion from Assistant Professor to Associate Professor with tenure: (A) At least three years service as Assistant Professor. (B) Enough publication or creative work of high quality to indicate the beginning of a significant scholarly career. Admission to the graduate faculty is generally assumed. (C) Effective teaching and advising, usually including some teaching on the graduate level. (D) A beginning of competent work in one or more of the following: Departmental administration, college or University committees, community service, and professional organizations.

The general qualifications for promotion from Associate Professor to Professor are: (A) At least five years service as Associate Professor. (B) Effective teaching and advising, usually including a substantial amount of graduate teaching and the direction of doctoral dissertations. (C) Competent service in departmental administration and on college or University committees. (D) Creative work and publications of a quality significant to make the faculty member a widely recognized scholar in the appropriate area of specialization.

Another area, that of service to regional or national professional organizations, is also considered; moreover, when there is distinction in this area, it can be a factor in the candidate's favor.

Although a faculty member will normally be expected to serve the minimum period in rank to be eligible for promotion, the quality of service is more important than its length. An exceptional candidate--one whose performance has been truly outstanding--may be promoted before serving the usual minimum period in rank. The fact that a faculty member has satisfied the minimum time in rank requirement, however, does not automatically qualify one for promotion.

Procedures. Recommendations of departments concerning the promotion of faculty members with indeterminate tenure should be made only after the members of the departmental faculty with indeterminate tenure and senior in rank to the individual affected have been consulted on and have expressed themselves on the recommendation to be made. In cases concerning granting of indeterminate tenure, or the reappointment of probationary faculty members, all faculty members with indeterminate tenure should be involved.

Before the decision is made, all individuals concerned should receive essential information needed to make the recommendation. This information should also be sent to absent faculty members concerned with the particular matter, providing that communication with them does not impose impractical delay or difficulty. Absent faculty members provided with this information should be given an opportunity to express their opinions.

The administrator of a department should submit to the appropriate dean or other appropriate academic officer a recommendation that reflects the majority view within the department, together with a statement of justification and any minority view which has substantial support. In every case the departmental recommendation should be accompanied by a position statement of the administrator with justification of the position taken on the recommendation.

To implement these policies, it is recommended that departments adopt the following procedures: (1) The chairman of the department, or

other officer or committee designated by the department, should assume responsibility for collecting and presenting to the faculty members concerned with each recommendation a synopsis of the progress and achievements of each individual whose status is under consideration, including effectiveness in teaching, research and writing, and services to the University and community. If significant for effective discharge of assigned responsibilities to the University, information concerning personal conduct, problems, or demeanor may also be included. Attention should also be drawn to applicable departmental personnel policies and options. (2) The individuals concerned should be afforded an opportunity to submit relevant information concerning their work which they suppose may otherwise escape attention. Many departments find it convenient to accomplish this by requesting that all members of the department complete a form annually reporting their work during the preceding year. (3) These materials should be reviewed and discussed at a meeting of all those concerned with the recommendation. This will give all concerned the opportunity to hear any additional information or comments which members of the groups may have to contribute. Written notices of the meeting should be given well in advance to all appropriate faculty members, with a statement of the agenda. The meeting should be conducted so as to afford a reasonable opportunity to discuss the material presented, to put forth questions, and to offer further information and judgments.

Worksheet for Compiling Information on Tenure Profile

SUMMARY FOR _____

TENURED FACULTY:	Sex		Races					AVERAGE
	M	F	W	B	Y	O	TOTAL	AGE
Prof.								
Asso. Prof.								
Asst. Prof.								

TOTAL TENURED FACULTY:

PERCENTAGE OF DEPARTMENT FACULTY: _____%

NUMBER RETIRING BY 1980: _____; 1985: _____

NONTENURED FACULTY:	Sex		Races					AVERAGE
	M	F	W	B	Y	O	TOTAL	AGE
Prof.								
Asso. Prof.								
Asst. Prof.								
Inst.								

TOTAL NONTENURED FACULTY:

PERCENTAGE OF DEPARTMENT FACULTY: _____%

NUMBER UP FOR TENURE BY 1980 : _____; 1985 _____

PROJECTED TENURE FRACTION: Assuming that there are no new positions created and that the only resignations are due to retirement at age 70, and assuming that retiring tenured faculty are replaced by non-tenured faculty if this department grants tenure to:

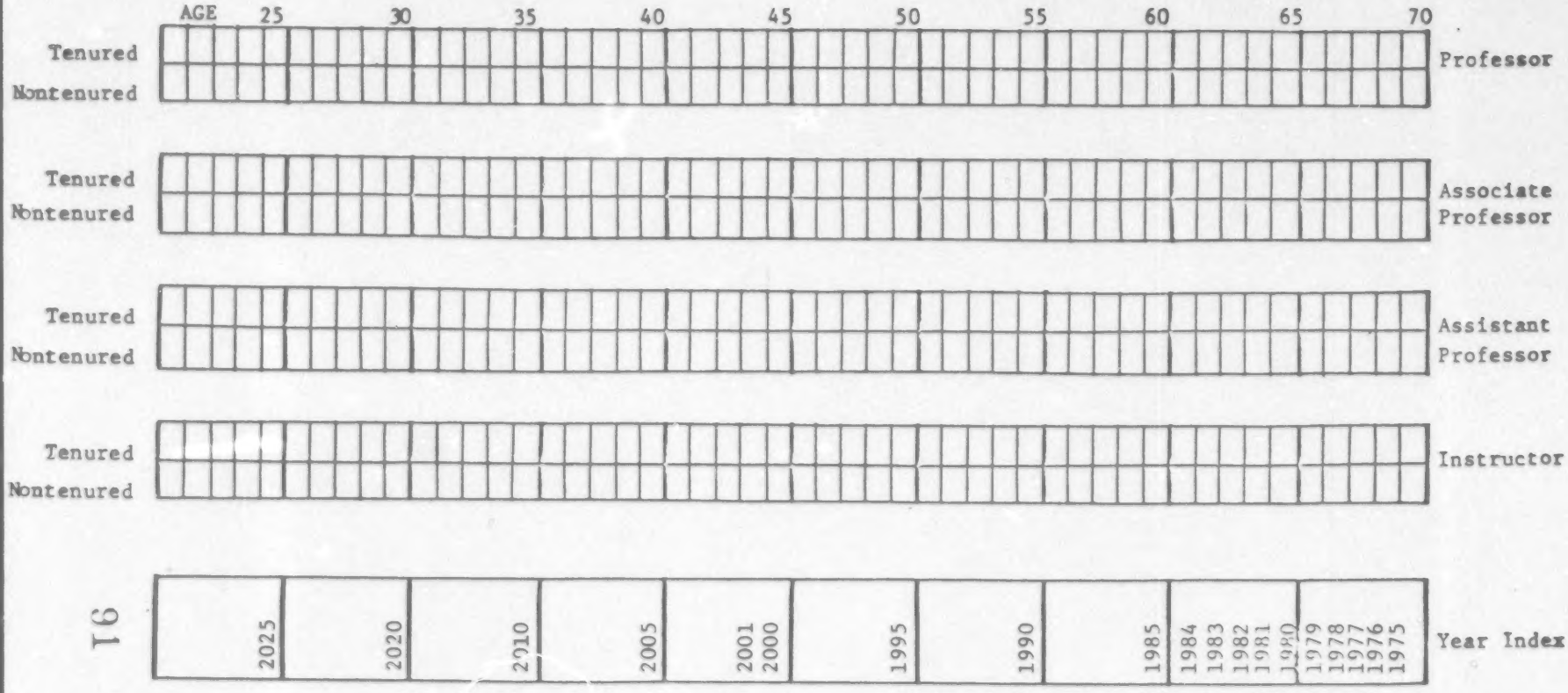
50% of faculty up for tenure, by 1980 the tenure fraction will be _____%; by 1985 _____%

100% of faculty up for tenure, by 1980 the tenure fraction will be _____%; by 1985 _____%

Worksheet for Presenting Distribution of Faculty by Age, Rank and Tenure Status

PROFILE FOR (UNIT)_____

YEAR_____



V--/.ppointee ineligible for tenure
(Visitor, exchange)